

48TH ANNUAL CONFERENCE
AUGUST 4-6, 2016



DISRUPTION

CREATING OPPORTUNITIES
THROUGH CHANGE

In the tech industry, instigating disruption is celebrated and worn as a badge of honor. As the proliferation of smartphones and tech products impact ever more aspects of our lives, it is affecting society's relationship to the performing arts. Information on artists, composers and events is readily available online – younger audiences crave an “experience” around each concert that they might attend.

How does the orchestra fit into this new society?

OAKLAND MARRIOTT CITY CENTER
HOSTED BY **OAKLAND SYMPHONY**

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ASSOCIATION OF CALIFORNIA
SYMPHONY ORCHESTRAS

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CONFERENCE QUICK LOOK

WEDNESDAY, AUGUST 3, 2016

3 – 4:30 PM	ACSO Board Meeting	201
5 – 6 PM	Resource Room available for vendor setup	Grand Ballroom F

THURSDAY, AUGUST 4, 2016

8 AM – 4 PM	Registration & Resource Room open	Grand Ballroom F
9 – 9:30 AM	Conference Orientation	Grand Ballroom A
9:30 – 10:15 AM	ACSO Annual Meeting	Grand Ballroom A
10:30 – 11:30 AM	General Session with guest speaker Eugene Young	Grand Ballroom A
11:30 AM – 12:30 PM	Meet & Greet in the Resource Room	Grand Ballroom F
12:30 – 2 PM	Luncheon with guest speaker Kathy Mandato	Grand Ballroom A
2:15 – 3:45 PM	Peer Forums	See Page 13
3:45 PM	President's Reception for ACSO Individual Members	Grand Ballroom Foyer
4:20 – 8 PM	Cruise the SF Bay on FDR's yacht, the <i>USS Potomac</i>	Offsite
8:30 – 10:30 PM	Screening of the new documentary, <i>What Would Beethoven Do?</i>	Grand Ballroom A

FRIDAY, AUGUST 5, 2016

7 AM	Walk or run Lake Merritt	Meet in Lobby
8 AM – 4 PM	Registration & Resource Room open	Grand Ballroom F
8:30 – 9:45 AM	General Session with guest speaker Ajit Sivadasan	Grand Ballroom A
10 – 11:30 AM	1. Complex Communities = Creative Melting Pots	210
	2. Financial Diagnostics: Prescriptions for Long-term Health	201
	3. Smaller Venues, Bigger Payoffs: New Concert Formats in Unusual Spaces	208
12 – 2 PM	Luncheon with guest speaker composer Ted Hearne	Grand Ballroom A
2:15 – 3:30 PM	1. Disrupting Your Fundraising: Focus on the Donor, not the Donation	208
	2. Open Door Tactics for Aspiring Leaders	210
	3. Lights, Camera, Music, Movies!	201
3:45 – 5 PM	1. Wanted: New Audiences	208
	2. Flash! Bam! Alakazam! Grow Your Business Through Innovation	210
	3. Competitive Edge: Youth Orchestras in Crowded Markets	201
6 – 7:30 PM	Overture Party at the Paramount Theatre	Offsite
6 – 9 PM	Art Murmur Uptown Oakland	Offsite
8 – 10:30 PM	Festival Opera: It's Mozart with a Twist: <i>Abduction from the Seraglio</i>	Offsite


SATURDAY, AUGUST 6, 2016

8 AM – 2 PM	Registration & Resource Room open	Grand Ballroom F
8:30 – 9:45 AM	General Session with guest speaker Frank Capek	Grand Ballroom A
10 – 11:45 AM	1. Smashing Stereotypes & Surpassing Expectations: Special Event Fundraising	201
	2. "I'll Know What I Like When I Hear It!" – Pandora's Disruption of Self-Curation	210
	3. Governance Rules! The Best Boards Know the Answers	208
	4. Teamwork: Schools & Orchestras	202
12 – 2 PM	Luncheon with guest speaker cellist Maya Beiser	Grand Ballroom A
2:30 – 4 PM	Say Farewell to ACSO executive director Kris Sinclair	Skyline



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WELCOME

The City of Oakland is honored to welcome the 48th Annual Conference of the Association of California Symphony Orchestras. Founded in 1969 by a small group of committed orchestra managers, ACSO remains the hub of California's vibrant classical music community by providing a variety of services to more than 400 members.



The 2016 Conference theme, "Disruption: Creating Opportunities Through Change," is well suited for Oakland. As we embrace change locally, we are working diligently to ensure that we don't lose or compromise what has historically made our city unique and celebrated around the world.

As a diverse community with a rich appreciation for music and the arts, Oakland extends our sincere gratitude to the board members, benefactors, and past and present ACSO leadership. These parties are responsible for providing essential resources and support to classical orchestras, choruses and presenters of all sizes as well as symphony leagues and guilds, youth orchestras, festivals, artist management firms, businesses, and individuals.

On this significant occasion, I wish to congratulate your Executive Director, Kris Sinclair, on her years of service to the organization. Additionally, the City of Oakland is proud to recognize Maestro Michael Morgan's artistic vision, which inspires the Oakland Symphony and its chorus, youth orchestra and MUSE education programs.

Congratulations on all your success, you have truly become a collective force for orchestras in California and the region. I wish you well during your stay.

Sincerely,

A handwritten signature in black ink that reads "Libby Schaaf". The signature is fluid and cursive.

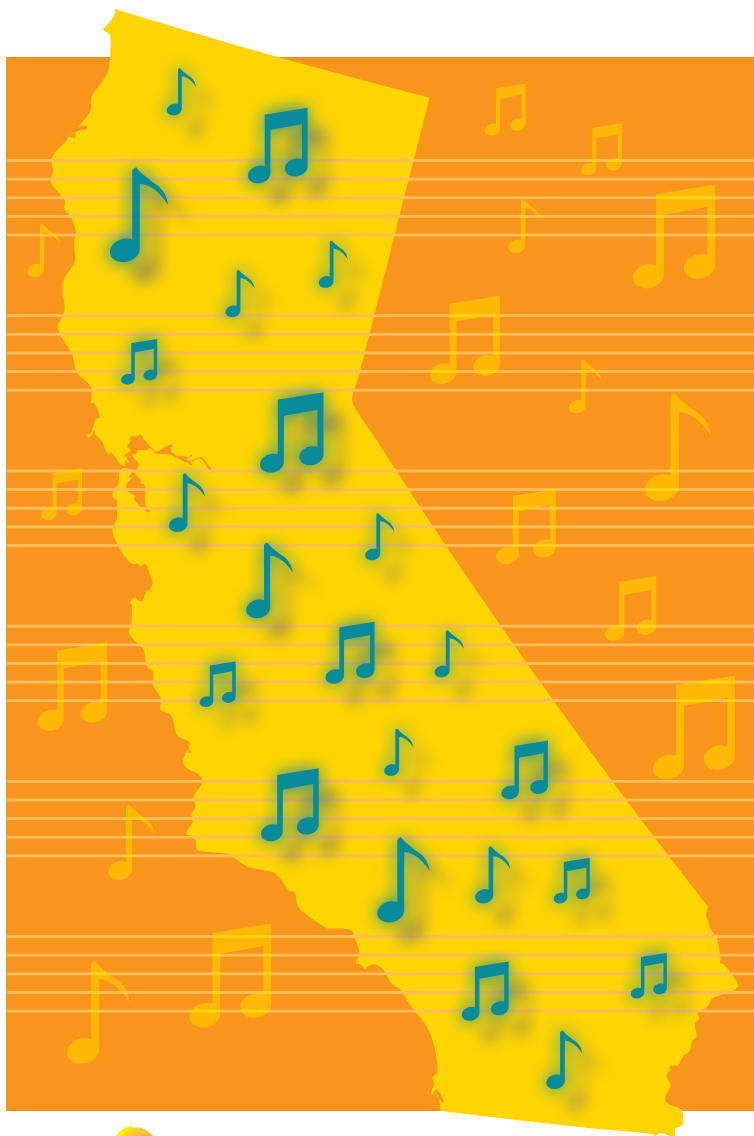
Libby Schaaf, Mayor
City of Oakland

CalNonprofits salutes

KRIS SINCLAIR

Our hero & Executive Director of
the Association of California
Symphony Orchestras

Thank you for
keeping California safe
for orchestras!



GREETINGS!

On behalf of the Oakland Symphony's board, staff, musicians, and the members of the Oakland Symphony Youth Orchestra and Oakland Symphony Chorus, we welcome you to Oakland as hosts for this year's Annual Conference.

Oakland's time to shine has arrived and you are visiting this city at a time of extraordinary growth and change. The urban and sometimes gritty elements of this city, together with its mix of art enclaves, murals, and a burgeoning tech scene, give it a unique, distinctive character. You will experience lots of Oakland's pride as you visit our local restaurants and coffee shops, and please don't miss the opportunity to experience our own inner city backyard, the grounds that encircle Lake Merritt.

Oakland Symphony embodies this edginess, with Michael Morgan's artistic leadership leading us all on a journey of discovery and wonder. Thank you for joining us, have a wonderful Conference!



A handwritten signature in black ink that reads "Robert F. Kidd".

Robert Kidd, Board President



A handwritten signature in black ink that reads "Steven Payne".

Steven Payne, Executive Director



A handwritten signature in black ink that reads "Michael D. Morgan".

Michael Morgan, Music Director



GREETINGS!

We all work with wonderful orchestras and take great pride in them. The hard work of the musicians and the music that comes from them keeps us going in what sometimes seems like an uphill battle to maintain healthy and vibrant organizations in challenging times.



Yet all of us are in this together, and that's why I think the ACSO Conference is so important. It gets us out of our own worlds and joins us together to share ideas, concepts and strategies. It makes us realize we are not alone, that everyone is here to support and candidly share successes and disappointments.

In the tech industry, instigating disruption is celebrated and worn as a badge of honor. This year, our Conference celebrates "disruption" by inviting keynote speakers with a new spin on the traditional.

It is my great hope that this Conference will help you and your orchestra in the year to come. Hopefully you will meet some new colleagues, either during the Peer Forums, at lunches or at some of the evening events. And, if you are already an expert, please consider making yourself available to those who can benefit from your experience. Take advantage of the resources available to you in the next three days and, if you are not already an individual member, please consider joining YOUR orchestra association. You will get back far more than you put in.

I would also like to acknowledge and thank ACSO's Conference Committee. Working on Conference brought many of us from different areas and different size organizations together to come up with the ideas, speakers and session topics that we hope will help you further your organization's goals in the year ahead.

A handwritten signature in black ink that reads "Maya Rath". The signature is written in a cursive, flowing style.

Maya Rath, ACSO Annual Conference Chair

SPECIAL THANKS!

Many thanks to our 2016 Hosts, Oakland Symphony

2016 CONFERENCE CHAIR

Maya Rath

MEMBERS OF THE 2016 CONFERENCE COMMITTEE

Jeri Crawford, Sonia Marie De Leon De Vega, Lacey Huszcza,
Mireya Asturias Jones, Bruce Kiesling, Meghan Martineau,
Janneke Straub, Oliver Theil, Adrienne Valencia,
Donna Williams, Paul Jan Zdunek

Special thanks to the following friends of ACSO who have provided in-kind services or merchandise during the year or for the 48th Annual Conference.

Kate Akos & Harry Jacobs
Arts Consulting Group
Avenue of the Arts Hotel
Jeanette Bovard, editorial consultant
Cappella SF
Lisa Caretto, Caretto Projects
Carson City Symphony
Bobbie Cusato, Long Beach Symphony
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John & Liz Hancock
Hollywood Bowl
Mireya Asturias Jones, Jones Coffee Roasters
Las Vegas Philharmonic
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Los Angeles Chamber Orchestra
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Ojai Music Festival
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Pacific Symphony
Pasadena Symphony and POPS
Port of Oakland
Kelly Ruggirello
San Bernardino Symphony
San Francisco Symphony
San Francisco Symphony Youth Orchestra
Santa Rosa Symphony
Alan Silvestri
George Sinclair
South Coast Plaza
Sean & Lisa Sutton
John Wineglass

We Do.



Community is at the heart of what **we do**. Every day we connect customers with the right tools to prosper. And as deeply rooted community partners supporting the arts and education, we're committed to reinvestment in the Capital Region.

What can we do for you?

Jason Saslow
Senior Vice President
916-640-1506
jsaslow@fivestarb.com



CONFERENCE NOTES

CONFERENCE REGISTRATION, TICKETS AND RESOURCE ROOM

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

RESOURCE ROOM HOURS

Grand Ballroom F

Wednesday, August 3	5 PM – 6 PM (Vendor setup)
Thursday, August 4	8 AM – 4 PM
Friday, August 5	8 AM – 4 PM
Saturday, August 6	8 AM – 2 PM

WHAT'S IN THE RESOURCE ROOM?

- **About ACSO**
- **Orchestra Brochures**
- **Artists Manager Brochures and Rosters**
- **Vendor Information**
- **Registration Desk**
Check-in
Purchase tickets
- **Advocacy Information Table**
- **Silent Auction and Musical Drawing**
- **Morning Coffee Service (served until 11 AM)**

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.

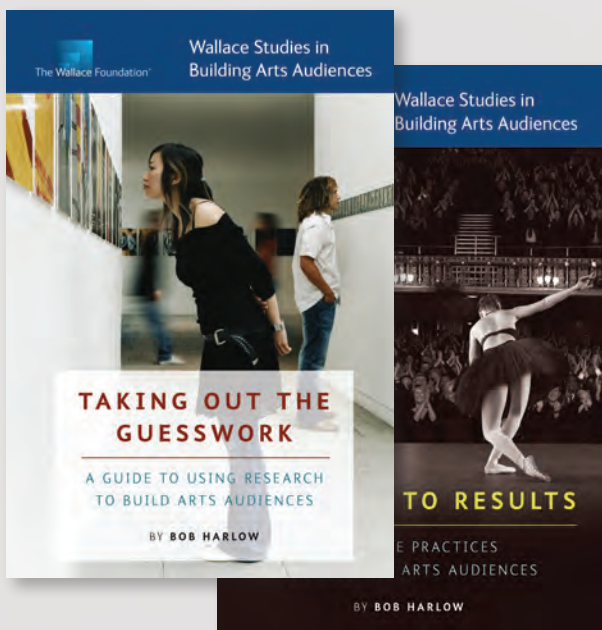


The ACSO Conference is on Twitter.
Join the conversation [#ACSO2016](#)



ATTRACTING AND RETAINING AUDIENCES IS HARD WORK.

TWO NEW STUDIES CAN HELP.



Taking Out the Guesswork: Using Research to Build Arts Audiences

Learn about three tasks key to successful audience building: understanding potential audiences, creating effective promotional materials, and tracking and assessing progress.

The Road to Results: Effective Practices for Building Arts Audiences

Based on case studies of 10 arts organizations that undertook audience-building projects as part of the Wallace Excellence Awards initiative, this guide and infographic pinpoint nine practices that successful efforts had in common.

Download these free reports and many more at wallacefoundation.org

The Wallace Foundation®

SCHEDULE OF EVENTS

WEDNESDAY, AUGUST 3, 2016

3 – 4:30 PM

201

ACSO Board Meeting

5 – 6 PM

Grand Ballroom F

Resource Room Available for Vendor Set-Up

THURSDAY, AUGUST 4, 2016

8 AM – 4 PM

Grand Ballroom F

Registration and Resource Room Open

9 – 9:30 AM

Grand Ballroom A

Conference Orientation

Start your 2016 Conference experience right with this brief but essential session that clues you in on all aspects, enabling you to customize the Conference to your specific needs and interests.

Alan Mason, board member, Santa Rosa Symphony

Maya Rath, general manager, Oakland Symphony

9:30 – 10:15 AM

Grand Ballroom A

Association of California Symphony Orchestras' Annual Meeting

Welcome to ACSO's 48th Annual Conference. We begin with the Annual Meeting – an opportunity to review and reminisce, as well as to look forward and face the future by harnessing the combined strength, talent, intelligence, and wisdom of our statewide membership. This will be a year of change for ACSO, for many individual organizations, for our country, and for the world. Let's discover how this disruption can be utilized within our orchestral community to propel us forward to new growth and success!

Kelly Ruggirello, president, ACSO; executive director, Long Beach Symphony

WELCOME: *Steven Payne, executive director, Oakland Symphony*

WELCOME: *Dan Kalb, councilmember, City of Oakland District 1*

GUEST: *Donn Harris, chair, California Arts Council; executive and artistic director, Oakland School for the Arts*

GUEST: *Jesse Rosen, president, League of American Orchestras*

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11

10:30 – 11:30 AM Grand Ballroom A



GENERAL SESSION

“Succeeding in a Time of Creative Disruption”

Shake it up! Discard preconceived notions and open your mind to tactics and techniques that will give you a competitive edge in today’s rapidly evolving creative universe. Eugene Young

is an Emmy award-winning producer and executive with a remarkable record of creating, developing, selling, executing and managing hit TV programs including *Keeping Up with the Kardashians*, *American Idol*, *America’s Got Talent*, *The Price is Right*, *Let’s Make a Deal*, *Family Feud*, *Deal or No Deal*, *Extreme Makeover: Home Edition*, and *Fear Factor*. Eugene’s keynote is an informative look into succeeding in a time of creative innovation and disruption in the entertainment industry and what it means for us.

Eugene Young, *chief content officer, Levity Entertainment Group; immediate past president, Ryan Seacrest Productions*

INTRODUCTION: **Paul Jan Zdunek**, *senior consultant business transformation, KGI Advisors Inc.*

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11:30 AM – 12:30 PM Grand Ballroom F



Meet & Greet in the Resource Room!

Venture outside your comfort zone and consider something new! Do you suspect there are technological advancements out there that could make your

job easier and more efficient? Are you curious about products that might solve a problem? How about learning about some new artists? The Resource Room is a treasure trove of opportunity for discovery and enlightenment.

Advocacy Alert! Please join **Jan Masaoka**, executive director of CalNonprofits, and **Brad Erickson**, executive director of Theatre Bay Area, for an update on the disruptions in the public policy arena. We need your participation as we forge the arts agenda for the coming year, especially in light of the elections.

12:30 – 2 PM Grand Ballroom A



LUNCHEON WITH GUEST SPEAKER KATHY MANDATO

“Exponential Disruption”

You can't rest on your laurels. Kathy Mandato explains why established organizations can Never Be Comfortable in today's Exponential World where traditional, linear-thinking companies can be upset overnight by two guys

working from a garage. Kathy will discuss the new workplace and why it's important for your organization to quickly adapt.

Kathy Mandato, executive vice president, Human Resources NBC Entertainment

INTRODUCTION: **Kelly Ruggirello**, executive director, Long Beach Symphony

\$ Advance registration required.

SPONSORED BY SHARON SIMPSON

2:15 – 3:45 PM

Peer Forums

Start conversations; share ideas; ask questions; offer opinions. These give-and-take sessions are a uniquely rewarding feature of ACSO conferences.

1. Managers with budgets over \$1 million Offsite

Steven Payne, executive director, Oakland Symphony

2. Board Members with budgets over \$1 million 210

Robert Kidd, president, Oakland Symphony

3. Managers with budgets \$500,000 to \$999,999 Grand Ballroom E

Kevin Marvin, executive director, Santa Barbara Chamber Orchestra

4. Board Members with budgets \$500,000 to \$999,999 208

Dean McVay, board member, San Bernardino Symphony

5. Managers with budgets under \$499,999 Grand Ballroom H

Eman Isadiar, executive director, Fremont Symphony

6. Board Members with budgets under \$499,999 Grand Ballroom A

Corty Fenger, chair, Cappella SF

7. Marketing Directors and Staff 202

Ruben Pimentel, marketing director, Oakland Symphony (Special guest Frank Capek)

8. Public Relations Directors and Staff Grand Ballroom A

Robin Freeman, director of public relations, San Francisco Symphony

9. Development Directors and Staff 201

Leslie Fay Marks, development director, Oakland Symphony

10. Operations and General Managers 211

Maya Rath, general manager, Oakland Symphony

11. Finance/IT Staff and Volunteers Grand Ballroom E

Paul Swatek, director of finance, Philharmonia Baroque Orchestra

12. Education Staff and Volunteers 206

Amy Williams, director of education & community engagement, Santa Barbara Symphony

13. League and Guild Volunteers Grand Ballroom A

Juliana McRae, president, Las Vegas Philharmonic Guild

14. Festivals Grand Ballroom A

Bettina Swigger, executive director, Festival Mozaic

15. Youth Orchestra Staff and Volunteers 207

Cathy Spieth, executive director, El Camino Youth Symphony

16. Conductors 203

Michael Morgan, music director, Oakland Symphony

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THURSDAY, AUGUST 4, 2016 (CONTINUED)

3:45 PM

Grand Ballroom Foyer

President's Reception for ACSO Individual Members

We take this opportunity to thank ACSO Individual Members at this informal gathering. Have a drink on us!

Please note: you must be (or become) an Individual Member to attend this event.

SPONSORED BY

BMI

4:20 – 8 PM



Cruise the San Francisco Bay on the *USS Potomac*

The "Floating White House" was originally commissioned the USCG Cutter Electra in 1934. In 1936 it was renamed the *USS Potomac* and served as Franklin Delano Roosevelt's presidential yacht until his death in

1945. Join us for a cruise of the beautiful San Francisco Bay at dusk. Includes wine and heavy hors d'oeuvres.

Must be on yacht by 4:45 PM, yacht departs promptly at 5 PM

Transportation on own to Jack London Square, 540 Clay St. (allow 20 minutes). Take the Free B on Broadway Shuttle.

\$ Advance registration required.

8:30 PM

Grand Ballroom A



What Would Beethoven Do?

Grab a drink in the bar and come to watch this 72-minute documentary that captures the rise of an exciting revolution happening from within. Innovative individuals are breaking the stereotypes and bringing classical music to a 21st century audience. At its core, it's about why we create art and why we should care about art in our society.

The story follows a number of renegades, from composers flirting with modern mediums, to young musicians dedicated to changing the narrative, to a man who's bringing turntablists and orchestras together. This documentary is directed and produced by **Jonathan Keijser**.

Q&A moderated by **John Wineglass**, *composer, JW Productions, Inc.*

SPONSORED BY LEE ROSEN

SCHEDULE OF EVENTS

FRIDAY, AUGUST 5, 2016

7 AM

Meet in Lobby

Walk or run Lake Merritt

Meet in the lobby of the hotel and Steven Payne will lead you for a flat 4-mile run around beautiful Lake Merritt. Or meet Leslie Fay Marks for a shorter walking option.

8 AM – 4 PM

Grand Ballroom F

Registration and Resource Room Open

8:30 – 9:45 AM

Grand Ballroom A



GENERAL SESSION

“Measurable Creativity”

We are enthralled by the elusive mystery of a Monet canvas or a Bach composition, and rightfully so. While superb artistry remains as mysterious as ever, today we have tools, technology, and capabilities that in creative hands can speed up the process and quality

of creative output. Ajit Sivadasan will explain how Lenovo is evolving its own branding and marketing processes to better connect with audiences and expedite creative development while simultaneously improving financial efficiency and deliverable results.

Ajit Sivadasan, *vice president & general manager, Global eCommerce Lenovo*

INTRODUCTION: Maya Rath, *general manager, Oakland Symphony; chair, ACSO Annual Conference*

SPONSORED BY



10 – 11:30 AM

BREAKOUT SESSIONS

1. Complex Communities = Creative Melting Pots **210**

Diversity has become a hot topic in today’s world. So we ask: If orchestras are to be an integral part of their communities, shouldn’t they reflect the area’s demographics? California is one of the most culturally diverse states in the country (and Oakland, one of the most diverse cities in the state). Our increasingly multi-cultural communities provide opportunities to discover a wider world of artistic creativity, broaden our outreach, and

enrich our repertoire. Let's talk about whether diversity is important to programming and personnel and how we can incorporate it into our own organizations.

Chuck Dickerson, *executive director & conductor, Inner City Youth Orchestra of Los Angeles*

Scott Harrison, *executive director, Los Angeles Chamber Orchestra*

Lynne Morrow, *director, Oakland Symphony Chorus*

Omid Zoufonoun, *principal conductor, Oakland Symphony Youth Orchestra*

MODERATOR: **Michael Morgan**, *music director, Oakland Symphony*

SPONSORED BY MIREYA ASTURIAS JONES

2. Financial Diagnostics: Prescriptions for Long-term Health 201

Do you have a clear-eyed vision of your organization's business structure and how your choices today impact the future? What program and overhead decisions can have positive (or negative) financial impact, and what are other components that affect fiscal viability? Learn how to incorporate innovative approaches and proven techniques that can help ailing nonprofits recover and strengthen already thriving ones. This important session will take the guesswork out of money-matters as you discover the characteristics (aka "knobs and levers") of a financially healthy institution and learn to adapt them to your own orchestras and ensembles.

Claire Knowlton, *associate director, advisory services, Nonprofit Finance Fund*

INTRODUCTION: **Sean Sutton**, *executive vice president & COO, Pacific Symphony*

SPONSORED BY PAUL JAN ZDUNEK

3. Smaller Venues, Bigger Payoffs: New Concert Formats in Unusual Spaces 208

Performing in alternative and unusual concert spaces provides a different audience experience from that of the main concert hall and can be a great way to experiment with concert formats, musician interaction, hospitality, and new patron outreach. Hear first-hand from three organizations that took the challenge and developed new formats and venues to reimagine the classical experience. You'll learn what challenged them, what surprised them, and what they're doing next.

Aubrey Bergauer, *executive director, California Symphony*

Richard Lonsdorf, *artistic administrator, San Francisco Symphony SoundBox*

Elkhanah Pulitzer, *director of programming, SF Opera Wilsey Center*

MODERATOR: **Oliver Theil**, *director of communications, San Francisco Symphony*

SPONSORED BY MAYA RATH

12 – 2 PM

Grand Ballroom A



LUNCHEON WITH GUEST SPEAKER COMPOSER TED HEARNE

“Disruption from the Inside Out”

We live in a rich landscape made up of many styles of music, and access has never been greater. Now is the time for a new approach toward building bigger and more representative audiences for orchestral organizations.

Composer Ted Hearne believes we can accomplish this through a critical re-examination of the forces that have shaped our definition of classical music in the 20th century, a new eye toward our propensity for elitism in hearing and programming music of different genres, and a drive for truly radical programming that fosters experimental collaborations between artists from divergent backgrounds. Join us as Ted shares his own opus of disruptive works and argues the immense possibilities from this new approach. *\$ Advance registration required.*

Ted Hearne, *composer*

INTRODUCTION: **Lacey Huszcza**, *senior director of advancement & strategic engagement, Los Angeles Chamber Orchestra*

2:15 – 3:30 PM

BREAKOUT SESSIONS

1. Disrupting Your Fundraising:

Focus on the Donor, not the Donation **208**

The major challenge in fundraising is learning where to focus your efforts. We need money, but if we focus only on money we will have neither money nor donors. What does it really mean to build relationships with donors? What do you do when a donor says “no” or “not now?” How do we find board members willing to help with fundraising? How do we help the organization set realistic goals and help the ED be a team builder? How do we attract more donors? What are the specific techniques for fundraising during times of economic instability? In this session, you are encouraged to bring your questions and to make some small changes that will lead to big results.

Kim Klein, *principal, Klein & Roth Consulting*

INTRODUCTION: **Leslie Fay Marks**, *director of development, Oakland Symphony*

SPONSORED BY



2. Open-Door Tactics for Aspiring Leaders 210

Sometimes opportunity knocks, but other times you have to find a key or pick a lock to open the door to advancement. Many employees want to take on leadership roles, but their paths are not always straight and free of obstacles. Listen to three colleagues talk about how they developed their own careers utilizing both traditional and unconventional channels.

Kathryn Martin, owner, *Kathryn Martin Consulting*

Meghan Martineau, artistic administrator, *Los Angeles Philharmonic*

Bettina Swigger, executive director, *Festival Mozaic*

John Wineglass, composer, *JW Productions, Inc.*

MODERATOR: **Alan Mason**, board member, *Santa Rosa Symphony*

SPONSORED BY ALAN MASON

3. Lights, Camera, Music, Movies! 201

Need to make a big impact on a small budget? Want a program that will excite audiences and add instant allure to a schedule? The movie-with-live-orchestra format has become a surefire concert hall winner in recent years, and it's easier to pull together than you think. Join us for a session that covers all the nuts and bolts of producing a musical/cinema hybrid.

Richard Lonsdorf, artistic administrator, *San Francisco Symphony SoundBox*

Monica Miklas, annual giving & special events manager,

Los Angeles Chamber Orchestra

MODERATOR: **John Mangum**, president & artistic director,

Philharmonic Society of Orange County

SPONSORED BY JOHN WINEGLASS

3:45 – 5 PM

BREAKOUT SESSIONS

1. Wanted: New Audiences 208

Where, oh where, are new audience members to be found? It's a constant and major concern for all of us, and there is hopeful news. Sometimes, it's up to us to disrupt our "business as usual" to attract new patrons to the Symphony. Join this session to hear how The Wallace Foundation and The James Irvine Foundation are investing in research and implementation so that orchestras can identify and engage potential new audience members.

Frank Capek, founder & chief experience officer, *Customer Innovations, Inc.*

John Forsyte, president, *Pacific Symphony*

Matias Tarnopolsky, executive director, *Cal Performances*

MODERATOR AND SPEAKER: **Steven Payne**, executive director, *Oakland Symphony*

SPONSORED BY KATE AKOS CONSULTING

2. Flash! Bam! Alakazam! Grow Your Business through Innovation 210

Don't just sit around waiting for the sky to fall or a bolt of inspirational lightning to strike. Instead, disrupt yourself and add measurable value to your organization through practical, cost-effective innovation. Over 90% of all businesses can be saved — and taught to prosper — despite the size of the organization, condition of the economy or its competition. Whether your organization is healthy, at a crossroads, in conflict or has a full-blown crisis, explore real-life examples from the field and beyond of how to maximize value for exponential growth.

Alice Sauro, executive director, Sacramento Philharmonic & Opera

Paul Jan Zdunek, senior consultant, business transformation, KGI Advisors Inc.

SPONSORED BY STEPHEN WILSON

3. Competitive Edge: Youth Orchestras in Crowded Markets 201

Stand out from the crowd! With multiple youth orchestras rehearsing and performing in our communities, many organizations frequently find themselves in direct competition. How can we distinguish our youth orchestras and attract certain types of students? In our recruitment, how do we make a case for participation without slamming our competition? Staff members from youth orchestras in the Bay Area and Southern California will discuss these issues, with input and questions from attendees.

Sara Salisbury, general manager, Peninsula Youth Symphony

Bella Staav, director of youth ensembles, Pacific Symphony

Omid Zoufonoun, principal conductor, Oakland Symphony Youth Orchestra

MODERATOR: **Wendy Cilman**, director of education, Santa Rosa Symphony

SPONSORED BY BRUCE KIESLING



6 – 7:30 PM



Overture Party at the Paramount Theatre



Join us at Oakland's historic Paramount Theatre, home of the Oakland Symphony and a stunning example of American Art Deco. Enjoy music and wine while catching up with colleagues. Representatives from the Oakland Symphony will be available to give you a tour of the Grand Lobby and the Mezzanine.

Transportation on own.



6 – 9 PM

Art Murmur Uptown Oakland

From the Overture Party, go out and experience Oakland's First Friday Art Murmur, one block away! This is a free art street fair with galleries and food vendors.

Transportation on own.



8 PM – 10:30 PM



Festival Opera

(in collaboration with the Oakland Symphony)

Abduction from the Seraglio – in *Star Trek* style! Follow the adventures of 'Captain' James T. Belmonte as he sets off on a mission to rescue his kidnapped crew members, 'Lieutenant' Constanza and 'Mister' Pedrillo, from an all-too-familiar set of villains. Please don't tell anyone, but

rumor has it that there may even be a Gorn lurking in the wings.

Michael Morgan, conductor

Brian Cheney, *tenor*; **Shawnette Sulker**, *soprano*; **Robert Norman**, *tenor*;

Sara Duchovnay, *soprano*; **Kevin Thompson**, *bass*

Holy Names University, Valley Center for the Performing Arts,
3500 Mountain Blvd., Oakland

Transportation on own. \$ Advance registration required.

SCHEDULE OF EVENTS

SATURDAY, AUGUST 6, 2016

8 AM – 2 PM Grand Ballroom F

Registration and Resource Room Open

8:30 – 9:45 AM Grand Ballroom A



GENERAL SESSION

“Creating Influential, Next-Generation Experiences”

The success of any organization has always been dependent on its ability to create experiences that resonate with and influence customers.

Today’s customers are spoiled. Thanks to companies like Amazon and Apple, customers now expect every organization to deliver seamless and highly engaging experiences. Now, more than ever, success will be dependent on your organization’s ability to innovate in ways that meet and exceed these rapidly changing expectations. In this general session, Frank Capek will review leading examples and illustrate the practical disciplines required to create highly engaging, next-generation customer experiences.

Frank Capek, *founder & chief experience officer, Customer Innovations, Inc.*

INTRODUCTION: **Steven Payne**, *executive director, Oakland Symphony*

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10 – 11:45 AM

BREAKOUT SESSIONS

1. Smashing Stereotypes & Surpassing Expectations: Special Event Fundraising 201

A little bit of creative anarchy can reap surprising rewards! The ubiquitous galas and golf tournaments of years past can become tired revivals without a fresh outlook and an energetic event team. Yet the once-mighty volunteer organizations that coordinated these massive affairs are shrinking at an alarming pace and new recruits are hard to find. What’s an orchestra to do? Throw a party that everyone wants to be part of! Join this session for inspiration, innovation and go-to events that tweak, twist, or completely turn the typical fundraising event inside-out.

Laura Knerler, *assistant director of volunteer services, San Francisco Symphony*

Jen Lobre, *assistant director of events, San Francisco Symphony*

Juliana McRae, *president, Las Vegas Philharmonic Guild*

MODERATOR: **Jeri Crawford**, *president, Las Vegas Philharmonic*

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2. “I’ll Know What I Like When I Hear It!”

– Pandora’s Disruption of Self-Curation **210**

The music service, Pandora, was first on the scene to disrupt how music listeners define what they “like.” Find out how Pandora instantly satisfies each listener with custom-made curated programming within milliseconds and what our orchestral industry might learn from them about programming for our own audiences.

Michelle Alexander, *senior music analyst, Pandora*

Maira Benjamin, *director of engineering, Pandora*

MODERATOR: **Delida Costin**, *former legal counsel, Pandora*

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3. Governance Rules!

The Best Boards Know the Answers **208**

Our January 13th Ask an Expert webinar was so popular that we decided to have this expert on hand for an entire hour. Join our nonprofit attorney for a discussion that will cover everything from charitable donations to elections and lobbying, compliance, personal liability of Board members, filing taxes, unredacted Schedule B, and more.

Eric Gorovitz, esq., *partner, Adler & Colvin*

INTRODUCTION: **James Drummy**, *board member, Ojai Music Festival*

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4. Teamwork: Schools & Orchestras **202**

More than ever, orchestras are trying to connect with local schools but have challenges with changing demographics, shifting personnel, district budgeting and bureaucracy. In this session we’ll discuss how to get to the district decision makers, the most effective ways of connecting with schools, and how your orchestras can play a more meaningful role and have greater impact.

Louise Music, *executive director, Integrated Learning,*

Alameda County Office of Education

Phil Rydeen, *manager, Visual & Performing Arts for Oakland Unified School District*

Ingrid Seyer-Ochi, *principal, Franklin Elementary School*

MODERATOR: **Beth Vandervennet**, *education coordinator, Oakland Symphony*

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SATURDAY, AUGUST 6, 2016 (CONTINUED)

12 – 2 PM

Grand Ballroom A



LUNCHEON WITH GUEST SPEAKER CELLIST MAYA BEISER

“Reimagining the Classical Concert Experience in the Millennial Era”

Hailing from a small pastoral Kibbutz in Israel, Maya Beiser’s story is both unlikely and inspiring, and her artistic ambitions are boundless and revolutionary. Maya has dedicated her work to reinventing solo cello performance in the mainstream classical arena. She will speak about her artistic path and inspirations, as well as her vision for reclaiming the cultural relevance of concert music performance.

Maya Beiser, *cellist*

INTRODUCTION: **Cristine Kelly**, founder, Fix Creative

\$ Advance registration required.

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ACSO’s Most Valuable Player Awards presentation will also take place during this luncheon.



2:30 – 4 PM

Skyline



The Grand Finale & Fond Farewell

We conclude this Conference...with a celebration! After more than three decades as our valiant and vivacious leader, ACSO executive director Kris Sinclair is disrupting her life and ours. Join us for a very special Finale Reception to honor Kris’ exceptional achievements at the helm of this organization and wish her well as she transitions to a richly-deserved retirement filled with family, friends, travel, and – of course – superb music. *Advance registration required.*

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MUSICAL DRAWING

SILENT AUCTION!

Stop by the Resource Room often and bid on consultations that your organization needs, as well as fun get-a-ways. Make sure YOUR name is the last one on the bid sheet!

Prizes Include:

Arts Consulting Group is pleased to offer a Saturday Board and Staff Planning Summit. The focus of the Summit will be mutually agreed upon by ACG and the organization, including use of ACG's online Board self-assessment tool (which is confidentially completed by participants in advance). Tune up your Board and your orchestra's strategic impact today! (value \$5,000)

OnStage Publications creates apps for performances, giving customers digital information. As venue operators become more and more enthralled with digitizing offerings for consumers, they're finding new ways to reach key audience members through data collection while cutting the cost of printed products. (value \$3,000)

Empower staff, leverage impact, create organizational momentum! Kathryn Martin, owner of **Kathryn Martin Consulting**, donates a 1-day Staff Leadership Summit. (value \$5,000 direct expenses reimbursable)

Los Angeles Chamber Orchestra offers 4 B-level tickets to a 2016-2017 Orchestral Series concert with Donor Lounge privileges. (value \$2,880)

Disneyland Park Hopper Passes

One-Day Park Hopper tickets for 4, valid during normal operating hours for a magical experience at the unique theme park. (value \$620)

The Long Beach Symphony offers 1 VIP POPS table for 10, a catered dinner, VIP entrance, VIP parking, 2 bottles of wine and a backstage tour to meet and greet the artists and conductor at the end of the concert. (value \$1,150)

A gift certificate for \$500 to spend at **South Coast Plaza**.

MUSICAL DRAWING!

Drop those tickets in any gold jar you wish. All prizes are compliments of ACSO member organizations. Proceeds from the drawing support essential services provided to organizations in the state of California and the region.

Disclaimer: Out of respect to our donors, prizes are not transferable. All concert tickets and hotel rooms subject to availability. All prizes must be used in the season as they are listed. (Prizes received as of June 30, 2016)

PRIZES INCLUDE:

- 2 tickets to an **Oakland Symphony** concert at the beautiful Paramount Theatre with post-concert reception, tickets for 2 on the *USS Potomac* historic cruise of SF Bay, 1 night at the **Marriott City Center Hotel**. (value \$470)
- Bounty of the Central Coast and **Festival Mozaic**
A case of wine from one of our favorite wineries in San Luis Obispo County, your choice of tickets to 1 of 3 WinterMezzo chamber music weekends, and a 2-night stay in a local hotel. (value \$700)
- 12-bottle collection of **Select Red Wines** from the cellar of James Drummy. (value \$500)
- 12-bottle collection of **Select White Wines** from the cellar of James Drummy. (value \$500)
- The **Las Vegas Philharmonic** offers 4 box seats to any concert in the 2016-2017 season with access to the Founders Room and a backstage meet-and-greet. (value \$450)
- 2 tickets to any Sunday concert at the **Carson City Symphony**, Carson City, Nevada. (value \$30)
- **Santa Rosa Symphony** offers 2 tickets to any one 2016-2017 Classical Series Concert. (value \$126)
- The **San Bernardino Symphony** offers season passes for 2 for the 2016-2017 season. (value \$490)
- 2 tickets to a **Pacific Symphony** concert of your choice anytime during the 2016-2017 season, 2 nights at the Wyndham Avenue of the Arts hotel, dinner for two in their beautiful restaurant. (value \$750)
- **ACSO Package (2 prizes)**
1 complimentary registration to the 49th Annual Conference in Los Angeles in 2017 and your choice of one luncheon with a guest speaker. (value \$300)
- The **Eureka Symphony**, in the heart of the Redwoods, offers 2 tickets to the October 7 (Libby Larsen premiere) concert, including a hotel night, dinner, and Friday noon Larsen lecture. (value \$250)

MUSICAL DRAWING

- 4 tickets to each of **Cappella SF**'s two concerts September 30 in Saratoga and October 2 in San Francisco. This group is a top professional choral ensemble conducted by Ragnar Bohlin, director of the San Francisco Symphony Chorus. (value \$200)
- Around the World in Coffee gift basket from **Jones Coffee Roasters**. (value \$100)
- A table for 6 at the **Pasadena Symphony and POPS** September 10 concert, A Salute to Warner Bros., at the beautiful LA County Arboretum. (value \$438)
- **Premier Wine Package**
3 bottles of composer Alan Silvestri wine; 3 bottles of RMH Pinot Noir vertical 2012, 2013, 2014. (value \$156)
- 2 B section 4-day Immersion Passes to a concert of your choice at the 71st **Ojai Music Festival** 2017, including Ojai specialty gifts. (value \$800)
- **San Francisco Symphony** offers 2 premium seats for a concert on either October 13, October 14 or October 15, CDs, DVD, and cool tote bag. (value \$245)
- **Hollywood Bowl** box tickets for 4 on either August 18, 23, September 6, 13 or 15 (value \$452)
- **Monterey Symphony** VIP experience consists of 2 tickets to a Sunset Center Saturday night performance of the 2016-2017 "Season of Shakespeare" and an invitation to our Symphony of Flavors pre-concert reception, a hosted intermission champagne reception, and an opportunity to meet our artists at a Green Room after the concert. (value \$150)
- **Moshin Vineyards** in Healdsburg offers a 1-night stay in the guest suite at the winery and includes an in-depth tour of their four-tier gravity flow winery with tasting. To be used between September 1, 2016 and September 20, 2017. (Value \$275)
Includes 1 bottle Moshin 2013 Pinot Noir and Moshin 2012 Syrah from **Kate Akos and Harry Jacobs**. (value \$90)

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ACSO would not be where it is today if not for the following persons and organizations. Thank you! (*Gifts as of June 30, 2016*)

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MANY THANKS TO THIS SEASON'S WEBINAR PRESENTERS

Nonprofit Corporate Governance: Best Practices and Common Pitfalls

Eric Gorovitz, attorney at law, Adler & Colvin

The Art of the Relationship

Brian Taylor Goldstein, partner, GG Arts Law

Employers: Be Careful with Exempt and Non-Exempt Designations

Deborah Weiser, attorney at law

IT'S A WRAP

Dear Friends,

It's a wrap. The end. That's all for now, folks! Or, more appropriately, we've come to the *finale*. After 31 years of writing folksy messages for various ACSO publications, this is my last. It's hard to remember specific details of all the ups and downs our California orchestras have experienced over the past three decades, but there have been hundreds – and with a glass of really good wine, I can recall stories galore!



Naturally, reaching this career point leads to reflection and the inevitable question: Where has the time gone? It was seemingly just yesterday that the former director of development at the San Francisco Symphony and ACSO president Mike Gehret hired me. He said, "Can you get a newsletter out and do a membership drive? We haven't done that in some time." Not ever having done either, I said "Sure." That newsletter wasn't done on a computer (who remembers when we had to do a paste up on boards?), but apparently it passed muster. Next hurdle: Who was in our membership? I finally found some lists in someone's old board handbook and started making calls. All of this happened at my dining room table in Santa Rosa – the first ACSO World Headquarters!

It has, indeed, been an exhilarating ride. I've had the privilege to help set policy on the arts in California and the honor and pleasure of guiding and nurturing, coaching and counseling individuals and groups from orchestras large and small. The Board and I generated worthwhile ideas that have become institutionalized to serve you more deeply. I obtained funding to commission a piece of music for ACSO's 25th anniversary. We've published countless white papers and reports and even a great little booklet about all the music education programs in California, circa 1993. We've followed trends and been trend setters. We have built a solid reputation as the "go to" organization for orchestras in California.

We have everything in California – beaches, mountains, deserts – the beauty is indescribable. Likewise, we enjoy all kinds of classical music – chamber, big orchestra, baroque, standard repertoire, edgy and exciting new music. Like a mother, I am proud to have been a part of your various organizations' artistic growth and transformations. As a music lover, I have basked in the joy of at least a thousand concerts! Most of all, as a colleague, I have loved working with all of you.

As I end my tenure as executive director of ACSO, I realize that the one thing I will miss above all is you – every one of you who does something every day to keep classical music alive and LIVE. How you have rallied and coped with recession after the Great Recession is inspirational; how you developed and continue to sustain teaching and exposing our youth to classical music gives hope for our future; and how some of you are still putting up music stands on the stage long after your bad backs complain is beyond admirable. You are an inspiration because you are dogged and passionate. I'm so proud to have been part of your lives.

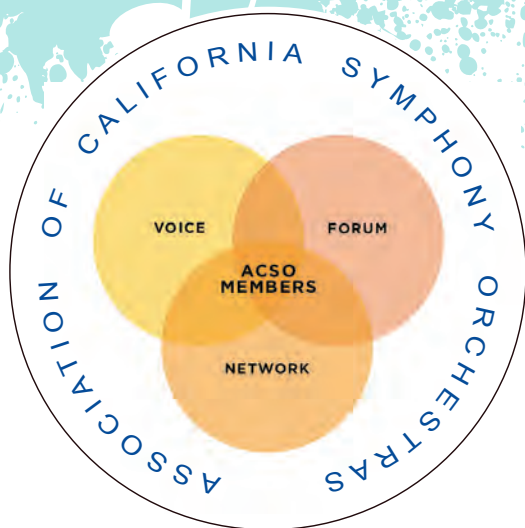
Finally, special thanks to our ACSO Board members through the decades – by my count about 250 committed leaders. Together, we've had fun figuring out the world according to ACSO!

I will truly miss all of you – but I'll be watching and listening! My farewell wish is that California's orchestras continue to persevere, grow, and thrive, and that each of you finds joy and fulfillment in your musical endeavors.

Until we meet again,



Kris Sinclair, executive director, ACSO





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Kris Sinclair Farewell

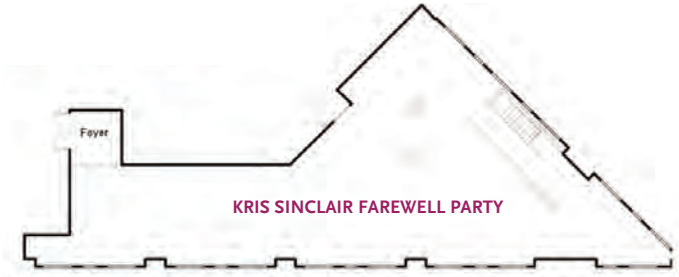
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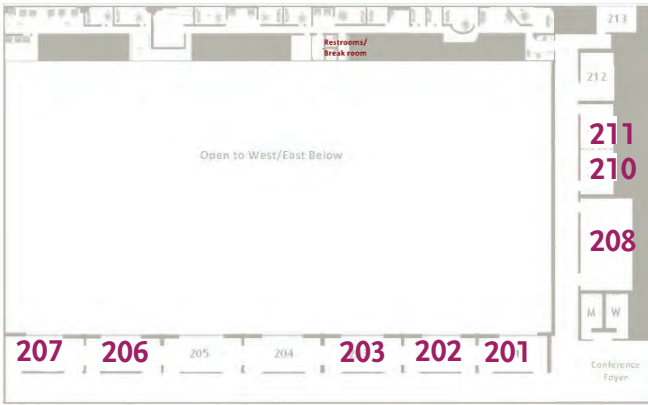


HOTEL MAP

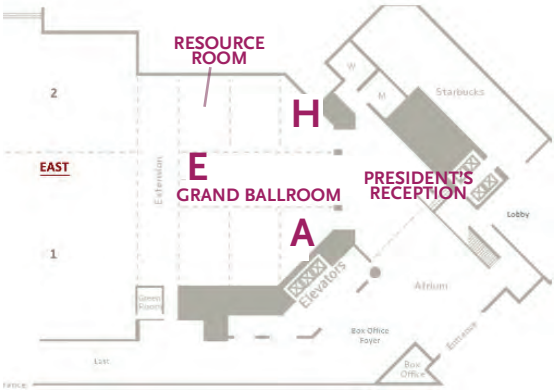
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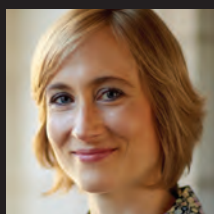
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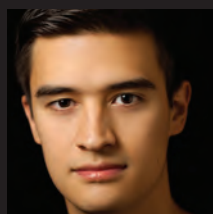
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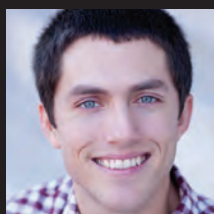
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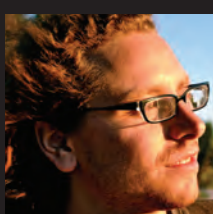
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