

A | C | S | O

ASSOCIATION OF CALIFORNIA
SYMPHONY ORCHESTRAS

2017 ANNUAL CONFERENCE

July 20–22, 2017 | Omni Los Angeles Hotel



HOSTED BY THE



Gustavo Dudamel,
Music & Artistic Director

IN CONJUNCTION WITH THE
TAKE A STAND SYMPOSIUM



*Cover photos courtesy of the
Los Angeles Philharmonic Association*

WELCOME



Gail Samuel
Acting President
and CEO
Los Angeles
Philharmonic

Welcome to Los Angeles for this year's Annual Conference! We hope you will take advantage this week of all that the conference and Los Angeles has to offer. Downtown Los Angeles has been transformed in the past decade and is now a bustling destination full of interesting restaurants, unique galleries, and wide opportunity.

We're thrilled that this year's conference has aligned with the Take A Stand Symposium and that you are here at a time that will allow you to delve more deeply into the LA Phil's own El Sistema-inspired program YOLA (Youth Orchestra Los Angeles), alongside other national programs. Thomas Wilkins spends much of his summer with us as principal conductor of the Hollywood Bowl Orchestra and having him with us also for this ACSO conference will be a treat for everyone. Together with Gustavo Dudamel, music and artistic director of the LA Phil, I look forward to having you at the beautiful Hollywood Bowl for Gustavo's night of Wagner choruses, and you'll have a chance to hear him speak on a range of topics in Walt Disney Concert Hall.

Have a wonderful conference week. Thank you for being here. I hope you enjoy it as much as we will!

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CONNECTIONS



Alan Mason
Board President

Welcome to the 2017 ACSO Annual Conference! This is our first conference under the leadership of our new executive director, Mitch Menchaca. Mitch and the conference co-chairs, Meghan Martineau and Mireya Asturias Jones, have planned an exciting program for us. We are also very grateful to the Los Angeles Philharmonic for its leadership in hosting this year's conference.

As the pace of change accelerates in the world and especially in California, those who present classical music face many challenges. We believe that we will be able to respond with resilience and creativity if we **embrace the collective experience that is at the heart of our ACSO community.**

The ACSO community represents so many different perspectives: small and large organizations, festivals and full-time orchestras, urban and rural geographies. We also represent leaders from a broad range of backgrounds: male, female, LGBT, African American, Latino, Asian, generations from millennials to retirees, trustees, CEOs, staff, musicians, and volunteers. ACSO in its totality can solve difficult problems.

Our ACSO network's breadth reminds me how combining a rich variety of musical sounds can deepen a musical experience. When I was playing oboe in the Louisville Orchestra, Jessye Norman sang "Beim Schlafengehen" from Strauss' *Four Last Songs* to us during a rehearsal. I am still moved as I remember her voice intertwining with the rich palette of instruments supporting her soaring interpretation. We traveled a textured musical journey from a reflective and quiet beginning to a triumphant "unfettered soul taking wings" at the end. The emotional experience was for me transcendent. Any competent vocalist singing this song with piano accompaniment would have created a good musical experience. This was better. The large and diverse set of instruments, coupled with Jessye's unique vocal style and interpretation, resulted in a profound and memorable collective experience. In a similar way, inclusive human networks, like the one we have at ACSO, have the potential to add texture and deepen meaning.

During this conference, we ask you to connect with ACSO members that you do not yet know. Learn from each other. Share your passion for why we want classical music to thrive in the future. Lean in to discussions of how we can connect with the rich diversity of California's communities and share your voice about where change is needed. **Together**, we can lead the state toward creative and sustainable answers for the future of classical music!

SCHEDULE AT A GLANCE

	THURSDAY, JULY 20	FRIDAY, JULY 21	SATURDAY, JULY 22	
8:00 a.m.				
9:00 a.m.	Registration & Exhibitor Marketplace Open, 8:30a-6p, Ballroom Prefunction			
10:00 a.m.		Welcome Plenary 9:30-10:30a Bunker Hill Ballroom	Plenary: A Case Study of the Arts in L.A. 9-10:30a Bunker Hill Ballroom	Breakout Sessions 9-10:15a
11:00 a.m.		Opening Keynote: Thomas Wilkins 11a-12:15p Walt Disney Concert Hall	Breakout Sessions 10:45a-12p	Closing Keynote: Salvador Acevedo 10:30a-12p Bunker Hill Ballroom
12:00 p.m.		Annual Meeting & Awards Luncheon, 12:30-2p Bunker Hill Ballroom	Networking Lunch on Your Own 12-1p	
1:00 p.m.		Breakout Sessions 2:15-3:30p	A Conversation with Gustavo Dudamel 1-2:15p Walt Disney Concert Hall	Registration & Exhibitor Marketplace Open, 8:30a-1p, Ballroom Prefunction
2:00 p.m.		Peer Forums 3:45-5p	Breakout Sessions 2:30-3:45p	
3:00 p.m.	Transportation to Hollywood Bowl 5:30-6:30p	Breakout Sessions 4-5:15p		
4:00 p.m.		Ask an Expert Roundtable Discussions, 5:30-6:15p		
5:00 p.m.		President's Reception 6:30-7:30p Vespaio Restaurant		
6:00 p.m.		Dinner & DTLA Cultural Events on Your Own, 6:30-10p		
7:00 p.m.				
8:00 p.m.	LA Phil Concert at Hollywood Bowl 8-10p			
9:00 p.m.		Emerging Leaders Mixer 8:30-10p Pez Cantina		
10:00 p.m.	Transportation to the Omni Hotel, 10-10:30p			
11:00 p.m.				

GREETINGS!



**Mireya Asturias
Jones**



**Meghan
Martineau**

**ACSO Conference
Co-Chairs**

Welcome to the 2017 ACSO Annual Conference hosted by the LA Phil!

ACSO member orchestras are currently grappling with wide-ranging and challenging issues ranging from identifying alternatives to the subscription model, to exploring innovation through social media, to learning how to best engage diverse and underserved populations. Though we share a goal of sustaining our art form into the future, every orchestra has different needs. With this in mind, we present this year's conference without a theme. We hope that you will take the opportunity to design your own experience and tailor it to be most beneficial to you and your organization.

The ACSO conference is a perfect opportunity to catch up with colleagues new and old, share stories and best practices, and reflect on another year of hard work. Please join our Roundtables, introduce yourself to someone new, and extend your network!

We would like to give a special thanks to Mitch Menchaca, who is celebrating his first year as our executive director, as well as the staff, Sarah Weber and Caroline Firman, for their tireless efforts in putting this conference together. We also thank the board and conference committee for their support, guidance, and contributions.

Finally, thank you for attending. We wish you a fantastic conference and visit to L.A.!

CONFERENCE INFORMATION

ONSITE REGISTRATION & EXHIBITOR MARKETPLACE

Visit registration to pick up your program, get the answers to any questions you may have, and grab a complimentary cup of coffee in the morning.

You can also connect with businesses serving the orchestra community – stop by and learn more about them in our Exhibitor Marketplace. You'll find more information about them in the Exhibitor Guide Insert.

Hours:

Thursday, July 20: 8:30 am–6:00 pm

Friday, July 21: 8:30 am–6:30 pm

Saturday, July 22: 8:30 am–1:00 pm

Morning coffee service is available each day from 8:30–10:30 am.

MEMBERSHIP AND DONOR TABLE

Get connected to information that will help you make the most out of your ACSO membership experience. Ask any member-related questions you might have, learn more about the range of benefits, resources, and services available to you.

You can also make a donation to support ACSO and upgrade your membership to the \$150 *Member con Spirito* level or above so that you can attend the President's Reception on Friday, July 21.

LA PHIL CONCERT AT THE HOLLYWOOD BOWL

The ACSO ticket block may be sold out for the Thursday, July 20 concert. However, you can check at the registration desk to see if any tickets remain. If not, but you'd still like to attend, individual tickets may be purchased (subject to availability) online at www.hollywoodbowl.com or by calling (323) 850-2000 or visiting the Hollywood Bowl Box Office in person at 2301 Highland Ave. in Los Angeles.

SILENT AUCTION

Stop by the Registration/Exhibitor Marketplace area and bid on consultations, get-a-ways, concert tickets, and other fun items. See the Silent Auction Items Insert for a full list of prizes.

EMERGING LEADERS

ACSO supports and encourages the development of professionals who are new to the orchestra field. We want you to find mentors and meet colleagues at conference who will be an important part of your career trajectory. To that end, we have created sessions and activities that are ideal for those of you who have worked in the orchestra field for five years or less. Look for sessions marked as **EL** to learn more.

SOCIAL NETWORKING

Share your conference experience and keep the conversation going on social media using our special conference



hashtag #ACSOcon

Find us on Facebook at [facebook.com/ACSOposts](https://www.facebook.com/ACSOposts)



and at Twitter at twitter.com/ACSOtweets

TAKE A STAND SYMPOSIUM

As an attendee of the ACSO Annual Conference, you have the benefit of automatically being registered at no additional cost for the 2017 Take a Stand Symposium taking place concurrently at the Walt Disney Concert Hall and various other locations. Should you choose to attend any of the Symposium, your name will already be on the registration list and your ACSO conference badge will give you access.

To pick up more information about the specific content and schedule for each day, visit the ACSO Conference registration desk.

The Take a Stand Symposium brings together leaders, teachers, researchers, and key stakeholders from around the world with a vested interest in the El Sistema movement and progressive practices in music education.

The Take a Stand Symposium is coordinated by the Education Department of the LA Phil.



THURSDAY, JULY 20

8:30 AM–6:00 PM

REGISTRATION/EXHIBITOR MARKETPLACE OPEN

Ballroom Prefunction

Check in, pick up your conference materials and special event tickets, and prepare for three days full of learning. Also, be sure to bid on the Silent Auction items and spend some time with our Exhibitors, who will share services, products, and support tools that can help you do your job better.

9:30 AM–10:30 AM

WELCOME PLENARY

Bunker Hill Ballroom

Begin your 2017 Annual Conference experience on the right foot with this brief but essential session that that presents all aspects, enabling you to customize the conference to your specific needs and interests. Coffee is served.

Alan Mason, ACSO board president
Mireya Asturias Jones, ACSO board member and conference co-chair
Meghan Martineau, ACSO board member and conference co-chair
Mitch Menchaca, ACSO executive director

11:00 AM–12:15 PM

OPENING KEYNOTE

Thomas Wilkins, Principal Conductor of the Hollywood Bowl Orchestra

Walt Disney Concert Hall



Devoted to promoting a life-long enthusiasm for music, Thomas Wilkins, principal conductor of the Hollywood Bowl

Orchestra, brings energy and commitment to audiences of all ages. He is

hailed as a master at communicating and connecting with audiences. Thomas will open our conference by reflecting on past, present, and future issues facing the field. The opening plenary will be a joint session for attendees of the ACSO Annual Conference and the Take a Stand Symposium.

Sponsored by the LA Phil

12:30 PM–2:00 PM

ANNUAL MEETING AND AWARDS LUNCHEON

(Free and open to all registered attendees)

Bunker Hill Ballroom

Find out what ACSO is doing and learn more about the health and future of YOUR service organization from:

Alan Mason, ACSO board president
Stephen Wilson, ACSO vice president
James Drummy, ACSO treasurer
Mitch Menchaca, ACSO executive director

Jesse Rosen, president & CEO of The League of American Orchestras, shares what is happening on the national front to support orchestras around the country.

The ACSO Awards Program recognizes remarkable individuals and organizations for their meaningful contributions to the orchestra field. These awards are presented at our Annual Conference to honor recipients in the presence of friends and colleagues and to encourage excellence in the entire orchestra community.

- The **Kris Sinclair Leadership Award** is given to an ACSO Organizational Member that demonstrates impactful leadership initiatives which advance the goals of their organization. This award is made possible by the *Kris Sinclair Fund for Professional*

Development that consists of contributions intentionally made in Kris Sinclair's name to support professional development and technical assistance offered by ACSO. The award is presented by ACSO executive director emeritus **Kris Sinclair**.

- Initiated in 1996, the **Most Valuable Player Awards** were created to recognize exemplary volunteers, volunteer projects, and volunteer organizations working for California's symphony orchestras and choruses. These awards are presented by ACSO board member **Dean McVay**.

Musical Moment provided by the Los Angeles Chamber Orchestra.

Featured string quartet members include:

Carrie Kennedy, violin
Ina Veli, violin
Aaron Ottman, viola
Ryan Sweeney, cello

Sponsored by Jeri Crawford



2:15 PM–3:30 PM

BREAKOUT SESSIONS

1 | Four Simple Steps to Infuse Excitement into Your Symphony Orchestra Museum B

Are you an executive director, board member, senior staff, development, marketing, or finance professional, and want to increase individual giving, visibility, board engagement, and decrease staff burnout and turnover? [Hint: YES!] Transform the mindset and the strategic actions of your board and staff immediately by implementing the Four Simple Steps that have been successfully used by one of this country's leading professional interim leaders. Learn how to quickly create momentum as you

move your organization towards common goals of impact – no matter what your budget size or your current status (crisis, growth, leadership transition, status quo). Bring your frustrations and your questions!

Kathryn R. Martin, leadership transition strategist, nonprofit interim CEO, executive leadership coach

Sponsored by Donna Williams

2 | I Want Your Job: Planning Your Career Trajectory **EL** Widney

Do you want to work your way up from an entry-level or mid-management position? Do you aspire to advance from a coordinator to a director in your current organization? Hear from a panel of leaders on the fast track who have moved up the arts management ladder and are making an impact now, and who will share their career paths and the lessons learned along the way. Use their experiences to help craft your future career path.

Nate Bachhuber, artistic administrator, Los Angeles Philharmonic

Aubrey Bergauer, executive director, California Symphony

Nuri Kye, director of development, Marin Symphony

Nicola Reilly, director of institutional advancement, Monterey Symphony

Moderator: Sarah Weber, membership and development manager, ACSO

Sponsored by Choice Entertainment Technologies

3 | Navigating the Tsunami of Nonprofit Accounting Museum A

There are three accounting pronouncements already in place that will significantly change the landscape of nonprofit financial statements: the format for nonprofit financial statements, recognizing revenue, and accounting for leases. In a lively, interactive presentation, participants will be guided through what they need to know on these issues and more.

Lewis Sharpstone, audit partner, nonprofit industry group practice leader, West Region, BDO USA

Sponsored by Paul Jan Zdunek

4 | Telling Your Story: Making the Case to Individual Donors, Corporations, and Foundations Bradbury/Rose

Make your best case to individual donors, corporations, and foundations. Too often, arts nonprofits make the mistake of approaching donors from a position of weakness, using a crisis as leverage to secure gifts. In this session, we will give you the framework and tools for telling the kind of compelling story that will bring supporters on board for the long term and make them want to invest in your organization.

John Mangum, president & artistic director, Philharmonic Society of Orange County

Aashika Patel, vice president, CCS Fundraising

Julia Ward, director of development, communications, and strategy, Los Angeles Philharmonic

3:45 PM–5:00 PM

PEER FORUMS

Start a conversation, share ideas, ask questions, offer opinions. In these give-and-take sessions, you can join your counterparts at other orchestras or meet with similarly-sized organizations to listen, learn, share, and collaborate.

Museum A

- **Board Members with budgets over \$500,000:** Jamei Haswell, vice-chair, Santa Rosa Symphony

Widney

- **Board Members with budgets under \$500,000:** Linda Kay, co-president, Community Women's Orchestra

Bradbury/Rose

- **Managers with budgets over \$1 million:** Alice Sauro, executive director, Sacramento Philharmonic and Opera

Museum B

- **Managers with budgets under \$1 million:** Alex Jimenez, administrative manager, The Hutchins Consort

Bunker Hill Ballroom

- **Marketing and Communications:** Robin Freeman, director of public relations, San Francisco Symphony
- **Development:** Janneke Straub, director of leadership gifts, LA Opera

LEAGUE OF AMERICAN ORCHESTRAS "ESSENTIALS OF ORCHESTRA MANAGEMENT" OPEN SESSIONS

Hershey/Crocker

ACSO welcomes the League of American Orchestra's Essentials of Orchestra Management program and participants. This immersive ten-day seminar, hosted by USC, prepares orchestra professionals with the tools they need to be effective administrators and leaders. The curriculum explores the fundamentals of orchestra management, the changing nature of orchestras, and new values, roles, and practices that are emerging as orchestras evolve. The League invites you to join them for these sessions during the conference:

Education + Community Engagement

Orchestras are increasingly called upon to serve their communities in multiple ways, deploying their music and musicians as civic leaders, educators, healers, and bridge builders both on stage and in the community. Today's orchestras expand on the artistic vision, striving for broader impact that contributes to civic priorities such as education, diversity, health and wellness, and connecting with all parts of our communities. Explore Education and Community Engagement in two separate sessions.

- **2:15–3:30 pm**
Education

Lead presenter: **Jennifer Barlament**, executive director, Atlanta Symphony Orchestra

- **3:45–5:00 pm**
Community Engagement

Lead presenter: **Simon Woods**, president and CEO, Seattle Symphony Orchestra

- **Operations and General Managers:** Maya Rath, general manager, Oakland Symphony
- **Education and Community Engagement:** Amy Williams, director of education and community engagement, Santa Barbara Symphony
- **Guild, Leagues, and Affiliate Volunteers:** Mireya Asturias Jones, volunteer, Los Angeles Philharmonic Affiliates
- **Artistic and Artists:** Scott Seaton, music director, North State Symphony

Sponsored by Dean McVay

5:30 PM–6:30 PM

TRANSPORTATION TO THE HOLLYWOOD BOWL

If you are attending the LA Phil concert, buses will board outside the hotel on Olive Street promptly at 5:30 pm. If you purchased a boxed dinner, you will exchange your ticket for your dinner just prior to boarding the bus. If you did not pre-order a boxed dinner, you may purchase dinner at one of the many restaurants or food vendors on-site at the Hollywood Bowl, or you may bring in your own food.

8:00 PM–10:00 PM

HOLLYWOOD BOWL CONCERT

Gustavo Dudamel leads the Los Angeles Philharmonic and the Los Angeles Master Chorale in stirring choral and instrumental selections from Wagner’s mythic music dramas: *Tristan und Isolde*, *Tannhäuser*, *The Flying Dutchman*, *Lohengrin*, and *Die Meistersinger*.

10:00 PM–10:30 PM

TRANSPORTATION TO THE OMNI LOS ANGELES

After the concert, return to Lot B/Odin Lot (where you unloaded upon arrival) and look for volunteers and signs that say “ACSO Conference Delegates.”

FRIDAY, JULY 21

8:30 AM–6:30 PM

REGISTRATION/EXHIBITOR MARKETPLACE OPEN

Ballroom Prefunction

9:00 AM–10:30 AM

PLENARY: A CASE STUDY OF THE ARTS IN L.A.

Bunker Hill Ballroom

Los Angeles has long been touted as the global capital of creativity and a haven for creative people, from actors, to designers, to visual and performing artists. In fact, L.A.’s creative economy accounts for one in seven salaried jobs in the region. Where do orchestras and musicians fit into this equation? Hear from a stellar panel of leaders from our field about their thoughts on the role of orchestras in L.A.’s creative sector and their predictions on the future influence of classical music in the greater arts world.



Grant Gershon, artistic director, Los Angeles Master Chorale

Chad Smith, COO, Los Angeles Philharmonic

Lora Unger, CEO, Pasadena Symphony and POPS



Moderator: Gail Eichenthal, chief engagement officer, USC Radio Group

Sponsored by Dorothy Wise

10:45 AM–12 NOON

BREAKOUT SESSIONS

1 | Commissioning New Music... Regardless of Organization Size
Hershey/Crocker

Commissioning a new piece is often considered risky and expensive, but it can be affordable and a way to keep programming new and exciting. This session will highlight how to commission works big and small, create commissioning consortiums, and bring new music to life, regardless of budget size.

Steven Lankenau, vice president, Boosey and Hawkes

Meghan Martineau, director of artistic planning, Los Angeles Philharmonic

John Wineglass, composer, JW Productions, LLC

Sponsored by Janneke Straub

2 | Employment Law Toolbox: Navigating Employers’ Most Common Legal Pain-Points
Bradbury/Rose

Have questions on employment law and not sure if your orchestra is compliant? Join this session that will describe some of the biggest pitfalls employers face

under both California and federal law, and get strategies and best practices to make those pitfalls less dangerous.

Chelsea Mesa, partner, Seyfarth Shaw LLP

Sponsored by BDO USA

3 | Winning in the New Era of Corporate Sponsorships

Museum A/B

Every year the competition for securing cash from sponsors is becoming increasingly complex, but there may be other ways to partner with organizations that can lead to a win-win for all! Join a panel of experts experienced in fundraising, corporate-giving, and turn-arounds in a discussion about winning sponsorships and securing partnerships. Real-life stories from the front line will help you decide whether to seal the deal or walk away. Bring your best practices, success stories, and questions to this interactive panel presentation and discussion.

Julia Cole, director of institutional giving and stewardship, Los Angeles Philharmonic

Lacey Huszcza, senior director of advancement and strategic engagement, Los Angeles Chamber Orchestra

Paul Jan Zdunek, managing director, nonprofit and education advisory services, BDO USA

12 NOON–1 PM

NETWORKING LUNCH ON YOUR OWN

Use our Dining and Exploration Guide to find a great place nearby to eat and keep the conversations going.

1:00 PM–2:15 PM

A CONVERSATION WITH GUSTAVO DUDAMEL

Walt Disney Concert Hall



Internationally renowned symphony and operatic conductor, Gustavo Dudamel, is motivated by a profound belief in music's power to unite and inspire. A child beneficiary of the El Sistema music education program, and now one of its strongest champions and supporters, he talks with Gail Samuel,



acting president & CEO of the LA Phil, about the importance of making music accessible to all. He is joined onstage by members of the Simón Bolívar Symphony Orchestra of Venezuela, of which he is the music director and which was founded as the flagship orchestral program of El Sistema. This is a joint session with the Take a Stand Symposium.

2:30 PM–3:45 PM

BREAKOUT SESSIONS

1 | Understanding Funding Trends to Improve Your Odds Hershey/Crocker

Have you ever wondered why your grant wasn't funded or your proposal wasn't successful? Or why you can no longer apply to a long-time funder? There might be more going on behind the scenes than you know. Join this session to learn more about what factors can influence funding decisions and use this information to craft more successful "asks." Hear corporate, foundation, and government funders discuss their perspectives on the evolution of funding trends on a local, state, and national level.

Jaren Bonillo, arts program specialist, California Arts Council

Anji Gaspar-Milanovic, director of grants and professional development, Los Angeles County Arts Commission

Jonathan Weedman, executive director, Gay Men's Chorus of LA (former vice president, Wells Fargo Foundation)

Moderator: Mitch Menchaca, executive director, ACSO

2 | Audience Engagement in Non-Traditional Ways Bradbury/Rose

Learn from community engagement leaders about strategies to get your orchestra out of the concert hall and into the community in an authentic, meaningful way. Hear strategies and words of wisdom on the successes, failures, and pitfalls of such work.

Leni Boorstin, director of community & government affairs, Los Angeles Philharmonic

Aaron Paley, president & co-founder, CARS – Community Arts Resources

Sponsored by Sean Sutton

3 | Social Media: What is Our Goal and What Should We Share?

Museum A/B

Is your orchestra struggling to keep up with the various social media outlets? Do you need help strategizing your content and identify what social media sites to use? Join these marketing and communication professionals to help you shape your social media goals and assist in creating a plan of what to share and where to share it.

Brian Lauritzen, producer/host, Classical KUSC

Sasha Hnatkovich, communications manager, Kronos Quartet

Patrick Brown, director of marketing, Los Angeles Master Chorale

Sponsored by John Wineglass

4:00 PM–5:15 PM

BREAKOUT SESSIONS

1 | Engaging Underserved Populations

Hershey/Crocker

Vijay Gupta will share his work as the director of Street Symphony, a community engagement ensemble that has presented nearly 200 free, live musical engagements with the Los Angeles community, including Skid Row and the L.A. County Jails. They bring music to lift up the brave stories and voices of people who, although living in an impoverished situation, are in no way impoverished in spirit. Craig Watson, former director of the California Arts Council, will discuss the Arts in Corrections Program, a partnership between the California Department of Corrections and Rehabilitation and the California Arts Council, to combat recidivism, enhance rehabilitative goals, and improve the safety and environment of state prisons. Both will showcase how music can bring healing and hope to these underserved populations.

Vijay Gupta, founder/artistic director, Street Symphony

Craig Watson, arts consultant and former director of the California Arts Council

Sponsored by Mireya Asturias Jones

2 | Developing and Leveraging BRAND YOU EL
Bradbury/Rose

With today's exponential growth of qualified executive leaders, it is even more important to set yourself apart from the pack by developing and leveraging your brand with personalized skills and experience. From identifying your niche to landing your dream job against all odds, this program will provide the tools and insights to give you the advantage in your professional journey.

Paul Jan Zdunek, managing director, nonprofit and education advisory services, BDO USA

Sponsored by Choice Entertainment Technologies

3 | Beyond the Numbers: What Recent Research (and Controversy!) Tells Us About the Future of the Field
Museum A/B

The nonprofit arts world is awash in data – on attendance numbers, attitudes toward the arts, the benefits of arts education, artist employment statistics, and so forth. How much do we know about the current state of the field, and more importantly, where it might be heading? This session looks beyond the numbers at trends within our broader economy and society and invites participants to speculate about what is to come. Participants will be asked to envision the orchestral field of tomorrow based on what we can intuit from data. What

will be the roles of artists and arts organizations? What changes do we need now to prepare?

Talia Gibas, professional development program manager, Los Angeles County Arts Commission

Charles Jensen, program director, UCLA Extension Writers' Program

Sponsored by Aubrey Bergauer

5:30 PM–6:15 PM

**ASK AN EXPERT
ROUNDTABLE DISCUSSIONS**

Bunker Hill Ballroom

Engage in a topic you've always wanted to explore by joining a roundtable discussion. This focused but flexible format allows you to network with a small group of peers while a facilitator leads you through a lively conversation about a specific theme.

- **Engaging Your Local Community:** Kelly Lucera, executive director, Long Beach Symphony
- **Avoiding a Crisis:** Paul Jan Zdunek, managing director, BDO USA
- **CAC Grants and Program:** Jaren Bonillo, arts program specialist, California Arts Council
- **How to Create a Culture of Philanthropy in Your Organization:** Robert Swaney, principal, Robert Swaney Consulting
- **Creating an Integrated and Balanced Life:** Kathryn Martin, owner, Kathryn R. Martin Consulting
- **Budgeting for Your Web Presence:** LaMae Weber, CEO, Dream Warrior
- **Program Notes:** Dr. Todd Samra, musicologist, Monterey Symphony
- **Using Arts Consulting to Bridge Gaps in Expertise:** Cristine Kelly, principal, Fix Creative
- **Principles of Good Governance:** Terry Knowles, consultant, Philips & Associates
- **The Power of the Plus One – Learn Who is Sitting in Your Seats:** Sarah Hutton, manager, Choice Entertainment Technologies

BEACON POINTE

ADVISORS

Passionate ◆ Experienced ◆ Independent

Contact us for a consultation with our Institutional Consulting Group.
Mike Breller, Managing Director
mbreller@bpadvisors.com
(949) 718-1602

**Your Mission.
Your Future.**
We are committed to providing our clients with strategic guidance and thoughtful investment advice to meet their long-term objectives.

- **Technology Information Architecture and its Impact on Customer Satisfaction:** Behnam Ataee, CTO, Dream Warrior
- **The Three B's – Beach, Boulanger, Bacewicz, and other Great Women Composers You Want to Know:** Liane Curtis, president, Women's Philharmonic Advocacy

Sponsored by Robert Swaney Consulting

6:30 PM–7:30 PM

PRESIDENT'S RECEPTION

Vespaio Restaurant

This is an opportunity for ACSO to thank our Individual Member-Donors and our Conference Sponsors at a casual gathering that includes drinks and light appetizers. Have a drink on us, network with one other, and know how much ACSO appreciates your support.

Please note: you must be (or become) a Member con Spirito (\$150 level or above) to attend this reception. You can buy or upgrade your membership at the membership table or onsite at the restaurant.

Sponsored by Alan Mason, Riboli Family Wines, and Vespaio

8:30 PM–10:00 PM

EMERGING LEADERS MIXER EL

Pez Cantina

If you have been in the field for less than five years, come and network with your fellow emerging leaders. Create bonds and friendships that will last for the rest of your career! This reception includes light appetizers and one drink ticket.

Sponsored by Choice Entertainment Technologies

DINNER & DTLA CULTURAL EVENTS ON YOUR OWN

Check out the Dining and Exploration Guide to find great restaurants for dinner with your colleagues. Also take the opportunity to explore Downtown Los Angeles and participate in some amazing cultural experiences nearby (see sidebar).

THINGS TO DO IN DTLA



©IWAN BAAN

The Broad Museum – July 21 and July 22, 221 S. Grand Ave. (next to Walt Disney Concert Hall), FREE

ACSO has reserved a limited number of tickets for conference attendees on the evening of Friday, July 21st with entry beginning at 7:00 pm (please note that the museum closes at 8:00 pm) and Saturday, July 22nd with entry beginning at 1:30 pm. Tickets are available on a first-come, first-served basis and may be picked up at the registration table.

The Broad is a new contemporary art museum founded by philanthropists Eli and Edythe Broad on Grand Avenue in downtown Los Angeles that opened in September of 2015. The museum is home to the 2,000 works of art in the Broad collection, which is among the most prominent holdings of postwar and contemporary art worldwide, and has launched an active program of rotating temporary exhibitions and innovative audience engagement.

Grand Performances – July 21, 8:00 pm, California Plaza, 300 & 350 S. Grand Ave. (adjacent to Omni Hotel), FREE

Hailed as the "Best Free Outdoor Summer Concert Series" by *Los Angeles Magazine* and called "a grand gift to the public... democracy in musical action" by the *Los Angeles*



PHOTO COURTESY OF GRAND PERFORMANCES

Times, Grand Performances presents high-quality music, dance, theater, and more at the breathtaking California Plaza in the heart of Downtown. For 30 years, Grand Performances has delivered the best of global culture to inspire community among the diverse peoples of Los Angeles, and reflect the many cultural interests across the region.

Featuring music by Sidestepper and Buyepongo: Music that will move you, emotionally and on your feet! Sidestepper, the pioneers of Columbia's electro-cumbia movement, highlight their acoustic roots for your dancing pleasure. Buyepongo will lead you across boundaries of sound and rhythm with their buoyant fusion of global influences.



DANCE DTLA PHOTO COURTESY OF THE MUSIC CENTER

The Music Center's Dance DTLA: Dance Downtown – July 21, 7:00 pm, Grand Park, 200 N. Grand Ave., FREE

A summer favorite now in its 13th year, The Music Center's Dance DTLA is an evening of dance under the stars on most Friday nights in the summer months, from June–September, 2017. Hosted this year entirely in Grand Park, the series features Dance Downtown (7:00 p.m.–11:00 p.m.), every other Friday night, where participants can learn new dance moves in a judgment free zone with a different dance genre at each event. From Cumbia to Disco and Line Dancing, Dance Downtown welcomes anyone who loves to dance to learn some new moves in the heart of Los Angeles' civic center. The Music Center's Dance DTLA events will be held at various locations throughout Grand Park.

SATURDAY, JULY 22

8:30 AM–1:00 PM

**REGISTRATION/EXHIBIT
MARKETPLACE OPEN**
Ballroom Prefunction

9:00 AM–10:15 AM

BREAKOUT SESSIONS

1 | **Advocacy vs. Lobbying** Museum A/B

All lobbying is advocacy, but not all advocacy is lobbying! Advocacy is the act of arguing in favor of something, such as a cause or policy. Lobbying is any attempt to influence specific legislation. Arts organizations must understand the distinction and should be diligent in building and maintaining good relationships with arts agencies, legislators and elected officials, and community stakeholders. Learn the levels of advocacy your organization can legally engage in, especially around public funding, arts education, and community development issues. Also, find out more about current legislative issues that affect the orchestra field.

*Charles Flowers, deputy director,
Arts for LA*

*Mitch Menchaca, executive director,
Association of California Symphony
Orchestras*

*Craig Watson, arts consultant and
former director of the California Arts
Council*

2 | **The Executive's Role in Board Governance** Bradbury/Rose

Join Arts Consulting Group Vice President Shawn Ingram as he moderates a discussion about the executive director/CEO's role in encouraging and sustaining strong board governance. Bring your thoughts, ideas, and issues as

stories will be shared, solutions will be offered, and questions will be answered.

*Paul Ideker, executive director,
Redlands Symphony*

*Kevin Marvin, executive director,
Santa Barbara Symphony*

*Don Nelson, executive director,
Stockton Symphony*

*Moderator: Shawn Ingram, vice presi-
dent, Arts Consulting Group*

Sponsored by Arts Consulting Group

3 | **Marketing and the Concert Experience: 21st Century Lessons Not Just for Millennials** Hershey/Crocker

Everyone's talking about how to attract new audiences, especially millennials, but one orchestra's findings show that the music itself isn't the challenge, and the solutions aren't just for millennials. These results of the California Symphony's "Orchestra X" project on user experience went viral this year with tens of thousands of hits and ultimately received attention from *The Wall Street Journal*. The Long Beach Symphony has been working with a firm on "DoubleClick and Retargeting" strategies, which has helped their single ticket sales grow. Hear how these orchestras have implemented changes based on their findings and how your organization can take real (and easy!) actionable steps to do the same.

*Aubrey Bergauer, executive director,
California Symphony*

*Genevieve Macias, director of commu-
nications & development, Long Beach
Symphony*

Sponsored by Stephen Wilson

10:30 AM–12:00 PM

CLOSING PLENARY
Bunker Hill Ballroom

Introductory Remarks



© GENNIA CUI

*Laura Zucker, executive
director, Los Angeles
County Arts Commission*

Even though Los Angeles County is one of the most diverse in the nation, a 2016 DataArts survey found that the workforce of participating L.A. County arts nonprofits was not as diverse as the populations they represented. In an effort to remedy this, the Los Angeles County Arts Commission came out with a landmark report on the Cultural Equity and Inclusion Initiative that led to the development of 13 recommendations to the L.A. County Board of Supervisors to ensure that all residents have equitable access to arts and culture. Laura will highlight these findings and how they connect with the orchestra field.

Intercultural Understanding in Today's Communities



*Salvador Acevedo,
vice president of cultural
strategy, Scansion*

Latinos are the largest ethnic group in California, six more states will have minority-majority populations in the next five years, there are four generations living today, and the number of LGBT families will continue to rise. How diverse is the audience and the stage where you perform? Join Salvador Acevedo as he discusses different perspectives on how to increase your relevance by engaging a more diverse constituency. Not all regions in the state and country are the same, and no two organizations are alike, so no diversity initiative should look the same. Round out your conference experience with an inspirational and motivational closing session about creating meaning in the work you do and with the audiences you serve through "intercultural" understanding.

Sponsored by Sharon Simpson

SPECIAL THANKS

Many thanks to our 2017 Host, the LA Phil!

We wish to thank the LA Philharmonic Affiliates at Large, and their chair, Nancy Howard, for providing many of the conference volunteers.

Thank you to all the conference volunteers who worked hard to ensure that our attendees had an amazing experience!

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Special thanks to the following friends of ACSO who provided in-kind goods and services and silent auction items for the 2017 Annual Conference.

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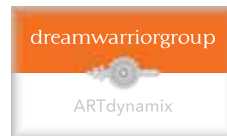


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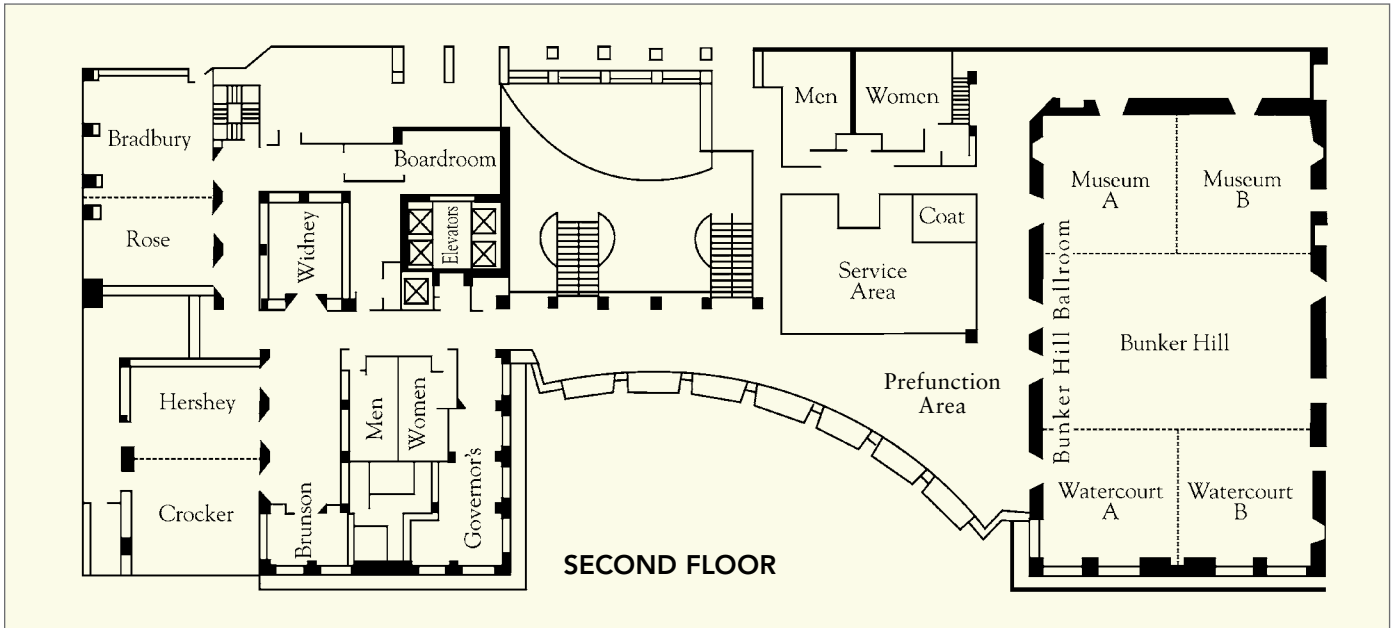


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HOTEL MAP



DTLA AREA MAP



KEY

- Omni Los Angeles Hotel
- The Broad Museum
- Grand Park
- Grand Performances
- Pez Cantina
- Vespaio
- Walt Disney Concert Hall

MAP DATA ©2017 GOOGLE

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