

# 2021 ANNUAL CONFERENCE ONLINE

*Coming Together, Breaking Through*

**August 2–6**

**T**he 2021 Annual Conference is designed to help us lift our heads from the daily grind of adapting to non-stop change and come together as a community. We will hear from new and impactful voices, think more deeply, and make breakthrough revelations about the big-picture issues and opportunities for our field as we move into a period of recovery.

## **“Pay What You Can” Registration**

The value of attending the conference is estimated at \$25 per person. To make conference participation accessible to all, registration is offered on a “pay what you can” basis for members and non-members alike. There is a complimentary option if needed or several suggested payment tiers, starting at \$25, for those who feel inspired and are able to support ACSO’s programs. Registration gives access to all keynotes and plenary sessions taking place from August 2–6. Any registration fees paid above \$25 are considered a donation to ACSO and are tax-deductible by the amount permitted by law. Membership dues are not tax-deductible.

Visit [www.acso.org/conference](http://www.acso.org/conference) to reserve your spot today!

# SESSION SCHEDULE

## MONDAY, AUGUST 2 2:00–3:30 PM PT

### Conference Welcome and Opening Keynote **EQUITY IN ACTION**



**Speakers: Afa Dworkin,**  
President & Artistic  
Director, Sphinx  
Organization; **Daniel  
Bernard Roumain,**  
Composer, Violinist,  
Educator, Activist



Over the past year and a half, orchestras have gone to incredible lengths to innovate in the name of sustainability. We proved that our industry is capable of taking risks, rising to a challenge, and embracing change.

How do we apply this collective forward movement to our work in equity, diversity, and inclusion? The work can feel uncomfortable and overwhelming, the resources needed can seem unattainable, and it may feel like we never move from conversation to action. All of this can result in participation paralysis.

To help break through this paralysis, two prominent advocates for racial equity in the classical music field, **Afa Dworkin** and **Daniel Bernard Roumain**, will discuss how we can embrace this moment of change, how equity conversations are a fundamental part of the work, and how a singular action can create momentum. They want to hear your ideas too! This is a participatory session and your contributions are highly encouraged.

*This session is generously sponsored by Sharon Simpson and John Wineglass.*

## TUESDAY, AUGUST 3 10:00–11:30 AM PT

### Plenary Session **A NEW FUTURE FOR ORCHESTRAS**



**Speaker: Simon Woods,**  
President & CEO, League  
of American Orchestras  
As we emerge from the  
pandemic, orchestras have

a once-in-a-generation opportunity to challenge long standing assumptions about their missions and how they organize around them. Orchestra leaders are being tested like never before, and the uncertainty that comes with that can be a source of great tension and anxiety. But if we flex with the winds of change, we can build a new future for orchestras – one very much for the better.

This is an opportunity for ACSO members to get to know Simon Woods, who is completing his first year as League President and CEO, and hear his views on why we can't afford to let the promise of this moment pass us by.

*This session is generously sponsored by Spektrix and Steve Friedlander.*

## TUESDAY, AUGUST 3 12:00–1:30 PM PT

### Members-only Networking Session **PEER FORUMS**

Grab a sandwich and connect with your peers over virtual lunch! ACSO's popular Peer Forums bring orchestra professionals and advocates with similar roles and from similar organizations together to talk about the unique challenges and opportunities they share. These informal, facilitated discussions are a great opportunity to meet new colleagues, reconnect with friends, and learn from the collective wisdom of your peers. Peer Forums are for ACSO members only.

- **Artistic Leaders and Musicians**  
Facilitator to be announced
- **Box Office and Patron Services Staff:** Facilitated by Tiffany Fajardo, Berkeley Symphony
- **Community Orchestra Leaders and Board Members:** Facilitated by Chelsea Chambers and Sheri Frumkin, Peninsula Symphony of Northern California
- **Development Staff**  
Facilitated by Scott Vandrick, Pasadena Symphony and POPS and Michael Hicks, Reno Philharmonic Orchestra

- **Education and Community Engagement Staff**  
Facilitated by Jesse Schiffman, San Diego Symphony
- **Executive Directors & CEOs of Professional Orchestras with Budgets Over \$1 Million**  
Facilitated by Kelly Lucera, President, Long Beach Symphony
- **Executive Directors of Professional Orchestras with Budgets Under \$1 Million:**  
Facilitated by Elizabeth Quivey, North State Symphony
- **Finance and HR Staff**  
Facilitated by Alicia Gonzlaez and Maureen Melville, San Diego Symphony
- **Marketing and Communications Staff**  
Facilitated by Nora Brady, Los Angeles Philharmonic
- **Music Festival Leaders and Board Members:** Facilitated by Jenny Darlington-Person, Music in the Mountains
- **Operations Staff:** Facilitated by Connor Bogenreif, Long Beach Symphony
- **Trustees of Orchestras with Budgets Over \$1 Million**  
Janet Garufis and Kathryn Martin, Santa Barbara Symphony
- **Youth Orchestra Leaders and Board Members:** Facilitated by Julia Copeland, Youth Orchestras of Fresno

*This session is generously sponsored by The Abbott Wealth Management Group at Morgan Stanley and Scott Vandrick & Tony Foster.*

## TUESDAY, AUGUST 3 2:00–3:30 PM PT

### Plenary Session

#### LEVERAGE YOUR LEADERSHIP MOMENT



**Speaker: Eric Martin,**  
Managing Director,  
Adaptive Change Advisors

We each have five leadership moments every day. Would you recognize a leadership moment when it comes your way? Would you know what to do when it does?

Orchestras are coming through a period of rapid innovation in the midst of a time of unprecedented change. Sustaining a spirit of innovation on the other side of the transition invites a different kind of leadership...a democratizing leadership that welcomes unconventional voices, skills, organizational culture, and choice-making.

Facilitated by **Eric Martin**, author of the recent book, *Your Leadership Moment*, this highly interactive session explores the leadership moments you face regardless of your role within or outside of the orchestra.

Eric is an internationally acclaimed expert in Adaptive Leadership, a framework for leadership and change developed at Harvard University over 35+ years. Drawing on Eric's experience helping leadership teams through times of transition and uncertainty, we will explore the choices and leadership moments orchestra managers and administrators can seize to create consequential change for themselves, their orchestras, and their communities.

*This session is generously sponsored by Aspen Leadership Group and Kathryn R Martin Next Chapter Coaching & Consulting.*

## WEDNESDAY, AUGUST 4 10:00–11:30 AM PT

### Plenary Session

#### COMMUNITY-CENTRIC FUNDRAISING AND THE ARTS:

##### A TIME FOR COURAGE AND BOLDNESS



**Speaker: Vu Le,**  
Rabblouser, Nonprofit AF

Over the past year, as society has grappled with a pandemic and systemic racism, nonprofits have stepped up. Arts organizations have provided lifelines to many while undergoing funding and other significant challenges. While our sector remains vital, it continues in many ways to perpetuate the inequity it is trying to fight. Fundraising, in particular, has been fraught with problems. Having been centered on the comfort of the privileged, it reinforces white saviorism, poverty tourism, and the perpetuation of the Nonprofit Hunger Games. Fundraising in the arts is no exception. What does it look like to reinvent a new fundraising philosophy, framework, and set of practices? How do we center the voices of the communities most affected by injustice? How do we do this when so much of our work still depends on traditional practices? It won't be easy, but we must be bold and courageous to advance a more equitable world.

*This session is generously sponsored by Aubrey Bergauer and Lee & Shirley Rosen.*

## WEDNESDAY, AUGUST 4 11:30 AM–1:00 PM PT

### SPONSOR SHOWCASE

Don't miss the chance to connect and chat with our sponsor companies! These businesses have been working closely with orchestras and performing arts groups during the pandemic to help build their operational and leadership capacity and respond to rapid change. Their financial support has also made it possible for us to offer our 2021 Annual Conference Online as a "pay what you can" event. Use this dedicated time to visit with them at their virtual exhibitor booths and learn what they can do to support your orchestra.

## WEDNESDAY, AUGUST 4 1:00–2:30 PM PT

### Members-only Networking Session EMERGING PROFESSIONALS' ROUNDTABLE

**Facilitator: Alice Sauro,** Executive Director, Sacramento Philharmonic and Opera; **Julia Rael,** Program and Membership Intern, ACSO

Are you an emerging professional looking to meet and network with fellow early-career orchestra administrators? Then this roundtable is for you. Meet other emerging leaders, discuss your most pressing issues, and participate in a guided discussion about the future of our field. ACSO defines "Emerging Professionals" as those who have been in the field for less than five years, regardless of age. This roundtable is for ACSO Emerging Professional members only.

*This session is generously sponsored by Giuliano Kornberg and Dean McVay.*

## WEDNESDAY, AUGUST 4 4:30–6:00 PM PT

### President's Reception

#### VIRTUAL BEER TASTING AND NETWORKING EVENT

ACSO sponsors and donors are invited to attend a special beer and cheese tasting experience led by beer expert **Dr. Charlie Bamforth** – perfect for those who love beer AND for those who don't! Following the tasting, guests will break into small groups for a few rounds of hosted speed networking.

This event is not included with conference registration. It is open by invitation to ACSO conference sponsors and individual donors as a way to say thank you to those who have donated \$150 or more during the 2020/21 membership year. Not a donor but want to join us? You can choose the \$150 or higher "pay what you can" options when registering for conference to receive a separate invitation to the reception. If you wish to confirm your donation status, email [office@acso.org](mailto:office@acso.org). You must become a donor by July 15, 2021 in order to attend the reception.

Charlie will provide guests with a list of beers and suggested cheese pairings ahead of time so you can gather the supplies you'll need to follow along. He'll explain how different ingredients, brewing methods, and storage all lead to the wide variety of tastes available at local stores and breweries. Not a big drinker? Not to worry! We've got suggestions for the best nonalcoholic beers to try as well.

*This event is generously sponsored by Sharon Simpson and ACSO President Alice Sauro.*

## THURSDAY, AUGUST 5 10:00–11:30 AM PT

### Plenary Session

#### EVERYONE IS AN ADVOCATE: WHAT'S NEXT FOR US IN ARTS ADVOCACY?



Speakers (left to right): **Julie Baker**, Executive Director, Californians for the Arts; **Marni Cook**, Senior Director Community Engagement, Special Events and Volunteer Services, San Francisco Symphony; **Gustavo Herrera**, Executive Director, Arts for LA; **Heather Noonan**, VP of Advocacy, League of American Orchestras; and **Assemblymember Sharon Quirk-Silva**, California's 65th Assembly District

Moderators: **Giuliano Kornberg**, Chief Revenue and Development Officer, Sacramento Philharmonic and Opera; **Sarah Weber**, Executive Director, ACSO

Arts advocacy has never been more necessary than now. Over the last 18 months, our industry's survival depended on massive coordinated efforts at the local, state, and federal levels to ensure policy makers and elected officials included arts workers and arts organizations in relief funding. In California, the arts were the first to close when the global pandemic hit, and they were the last to receive reopening guidelines. We needed to advocate strongly for a place at the policy table and for consideration from our officials about our importance in the state's economic and wellness ecosystems.

The past year has also taught us transformational advocacy lessons about our field, such as how getting out of our silos and working together across arts disciplines and organizations is vital, how resources and opportunities are not distributed equitably to BIPOC artists

and arts organizations, and how every single one of us has a responsibility to advocate for our sector.

This panel of experienced arts advocates will reflect on:

- lessons we learned about how the arts are included in funding and policy making
- how the events of the past year will change the way we advocate and define our advocacy priorities going forward
- the long-term political/policy impacts that COVID may have on the arts
- how we can support our elected officials who are championing our recovery and success

*This session is generously sponsored by Jamei Haswell, Mireya Asturias Jones, and PBO Advisory Group.*

## THURSDAY, AUGUST 5 12:00–1:30 PM PT

### Members-only Networking Session IDEA EXCHANGES

Over a virtual lunch hour with your colleagues, unpack and dive deeper into one of the six plenary session topics presented during conference. Share challenges and ideas that emerged as you listened to the plenary speakers, and be inspired by creativity and solutions from others. In small breakout groups, these informal discussions will be led by experienced facilitators who will kick things off by sharing their own experiences and questions surrounding these topics. They then will open it up for group conversation. Idea Exchanges are for ACSO members only. The six discussion groups are:

- Community-Centric Fundraising
- Equity in Action
- A New Future for Orchestras
- Building Community Relationships
- Post-COVID Organizational and Leadership Shifts
- Arts Advocacy

*This session is generously sponsored by Bennett Direct and Stephen Wilson.*

## THURSDAY, AUGUST 5 2:00–3:30 PM PT

### Plenary Session

#### MORE THAN OUTREACH: BUILDING COMMUNITY RELATIONSHIPS



Speakers: **Charles Dickerson**, Executive Director and Conductor, Inner City Youth Orchestra of Los Angeles; **Jazmín Morales**, Assistant Director, Center for Innovation and Community Impact, Colburn School



It is more important than ever for orchestras to authentically engage with communities and audiences to ensure that our missions are impactful, that we are inclusive and accessible, and that we are responsive to community need and input. In this session, we will explore frameworks for orchestras to use to meaningfully engage their communities that challenge traditional methods of "outreach" and instead center relationships to maximize impact. The session will be led by **Jazmín Morales**, Assistant Director of the Colburn School's Center for Innovation and Community Impact, and she will be joined by **Chuck Dickerson**, Executive Director and Conductor of the Inner City Youth Orchestra of Los Angeles. The session will be part presentation, part conversation, and part activation as we practice what it means to be a community.

*This session is generously sponsored by Aspen Leadership Group, Nora Brady, and Loribeth Gregory-Beck.*

**FRIDAY, AUGUST 6**  
**10:00–11:45 AM PT**

**Closing Plenary &  
ACSO Annual Meeting**

**LOOKING BACK/LOOKING  
FORWARD: A CONVERSATION  
BETWEEN AN ORCHESTRA  
EXECUTIVE DIRECTOR AND  
MUSIC DIRECTOR**



Speakers: **Mieke Hatano**,  
Executive Director,  
Oakland Symphony;  
**Michael Morgan**, Music  
Director and Conductor,  
Oakland Symphony



The Oakland Symphony's  
executive director, **Mieke  
Hatano**, and music director,  
**Michael Morgan**, will

reflect on the challenges of the past year  
for the orchestra sector. They will recog-  
nize the ways California orchestras  
worked to innovate and continue to  
bring music to their communities during  
the pandemic and will discuss how the  
world has changed for orchestras and  
how we can rise to meet those changes  
head-on and be more mission-centered  
and relevant in the years ahead.

**ACSO ANNUAL MEETING  
& AWARDS PRESENTATION**

The Annual Meeting gives ACSO mem-  
bers the chance to vote on the slate of  
new and renewing board members,  
meet next year's officers, and learn  
about the association's financial health,  
strategic progress, and future initiatives.

The ACSO Awards Program recognizes  
remarkable individuals and organiza-  
tions for their meaningful contributions  
to the orchestra field. The following  
awards will be presented: the Kris  
Sinclair Leadership Award, the Most  
Valuable Player Volunteer Awards, the  
Executive Leadership Award, and the  
Emerging Professional Award.

***This session is generously sponsored  
by Jeri Crawford, Sean Sutton, and  
Robert Swaney Consulting, Inc.***

*Speakers, sessions, and schedule  
are subject to change.*

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ACSO would not have been able to produce this annual convening if not for the following individuals and organizations. Thank you!

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*(as of July 16, 2021)*