

2020 ANNUAL CONFERENCE ONLINE

Building Relationships, Building Resilience

August 3–14

California's classical music community is at its strongest and most resilient when we lean on one another for counsel and camaraderie. Join us as we work together to find the strength and solutions we need to continue doing what we do best – bring extraordinary music to life.

ACSO is offering conference on a “pay what you can” basis to members and non-members alike, which means that registration is complimentary if needed, or several suggested payment tiers are available starting at only \$10. Registration gets you access to all sessions and events during the two-week conference as well as the session recordings.

Visit www.acso.org/conference to reserve your spot today!

TWO-WEEK SCHEDULE OVERVIEW

Week 1 Sessions: August 3–7

Mon, Aug 3 at 2pm:

Virtual Networking Like a Star & Conference Orientation

Tues, Aug 4 at 11am:

Opening Keynote with Laree Kiely – Leading from the Future

Tues, Aug 4 at 2pm:

Editing the Score: Offering Something Like Symphonies During COVID-19

Wed, Aug 5 at 11am:

Fundraising in Times of Crisis, Part I: The Next 6 Months

Wed, Aug 5 at 2pm:

Idea Exchange Round 1

Thurs, Aug 6 at 11am:

Fundraising in Times of Crisis, Part II: The Next 7–18 Months

Thurs, Aug 6 at 2pm:

Optimal Board Engagement During Extraordinary Times

Fri, Aug 7 at 11am:

AB5 and Orchestras

Fri, Aug 7 at 2pm:

Peer Forums

Week 2 Sessions: August 10–14

Mon, Aug 10 at 11am:

Peer Forums

Mon, Aug 10 at 2pm:

The Brave New World of Performance Streaming

Tues, Aug 11 at 11am:

Five Provocations – Thinking About Orchestras and Race in 2020

Tues, Aug 11 at 2pm:

Distance Learning & Digital Equity: Engaging K-12 Students through Online Education

Wed, Aug 12 at 11am:

The “New Normal” of Donor Relations

Wed, Aug 12 at 2pm:

Idea Exchange Round 2

Thurs, Aug 13 at 11am:

Career Interrupted or Best Thing Ever? Navigating Change – Curating Your Own Right Path Forward

Thurs, Aug 13 at 4pm & 6pm:

The ACSO Social Hour featuring Sheltered Trivia!

Fri, Aug 14 at 11am:

Conference Finale – The Ground Beneath Our Feet: Considering What’s Next

WEEK 1 SESSIONS: AUGUST 3–7

MON, AUG 3 AT 2PM

VIRTUAL NETWORKING LIKE A STAR & CONFERENCE ORIENTATION

Even though the world has changed, the power of creating a strong network is more important than ever. Wading through a new world of video conferencing platforms, scrolling chat bars and forgotten mute buttons, this session will focus on making your best impression as you continue to build your network in the field. We’ll also highlight the power of connecting to the people, places, and ideas that move your organization and your career forward, which can be as rewarding as it is fun. Mastering this art can help you build your circle of influence and make good friends even in a time of crisis. In this session, you’ll also come away with action steps to make your best impression online, the “Top Ten” successes for building your network and get expert advice on networking “No-Nos.” Get prepared to make the most out of your time at the ACSO Online Conference by participating in this interactive session of facilitated tip-sharing, engagement exercises and lots of laughs.

Nicola Reilly, Executive Director, Monterey Symphony

Scott Vandrick, Chief Development Officer, Pasadena Symphony Association

Julia Ward, Director, Humanities and Senior Communications Advisor, LA Philharmonic

Sponsored by Mireya Asturias Jones

TUES, AUG 4 AT 11AM

OPENING KEYNOTE WITH LAREE KIELY – LEADING FROM THE FUTURE

Let us learn to honor the space between the no longer and the not yet.

–Nancy Levine

The human experience has always been a bit precarious; 2020 has been the extreme example in our lifetime. We can be resilient, of course. But what about being “ready” for whatever may come. What about being in front of the change rather than simply reacting to it and adapting. What about helping sculpt the

future rather than have it simply shape itself? The arts, music, venues...all are uncertain right now. But we know they humanize us; we know that a world where people are not experiencing the beautiful and the creative and the aesthetic is not a better world. So how do we leverage this unique opportunity – not just to bounce back, but to help influence the future, right here, right now.

Laree Kiely, Chief Wisdom Officer, We Will, Inc.

Sponsored by Sharon Simpson

TUES, AUG 4 AT 2PM

EDITING THE SCORE: OFFERING SOMETHING LIKE SYMPHONIES DURING COVID-19

It is a tall order to make concert halls safe. Even reserved seat venues have general admission areas like the lobbies and restrooms that somehow have to be managed, ingress and egress have to be metered, and don’t even think about intermissions. Moreover, in many areas people are acting like COVID-19 could not possibly infect them, which is stupid, selfish, and makes it less likely we can reopen safely. Steve Adelman, principal author of the Event Safety Alliance Reopening Guide, will try to lead us out of this dank wilderness into a place where hope is visible, even if on the distant horizon.

Steven Adelman, Vice President, Event Safety Alliance & Head of Adelman Law Group, PLLC

Sponsored by Alice Sauro and John Wineglass

WED, AUG 5 AT 11AM

FUNDRAISING IN TIMES OF CRISIS, PART I: THE NEXT 6 MONTHS

Just a few short months ago, the world changed dramatically for us all. Public spaces were closed, events were canceled, and orchestras were forced to abandon the balance of the concert season. With single ticket revenue instantly drying up, and subscription money for next season slowing, the only reliable stream of revenue has become fundraising. How have orchestras successfully managed through

this initial period? What can you do to maximize your fundraising results over the next six months, despite limited performance opportunities? Robert Swaney Consulting's Founder & CEO Bob Swaney, along with Project Consultant Catherine Heitz New, will provide guidance on fundraising best-practices and offer a generalized tactical plan to prepare your orchestra to adjust to an increased reliance on annual and major giving, specifically during the next six months.

Bob Swaney, Founder & CEO,
Robert Swaney Consulting, Inc.

Catherine Heitz New, Project Consultant,
Robert Swaney Consulting, Inc.

Sponsored by Jeri Crawford

WED, AUG 5 AT 2PM

IDEA EXCHANGE ROUND 1

Idea Exchanges offer participants an opportunity to discuss some of the most pressing issues of the day with their peers, share solutions to common problems, and be inspired by the creativity of others. These informal discussions will be facilitated by some of our field's most innovative thinkers, who will kick things off by sharing their own experiences and the questions they have been confronting over the course of this tumultuous year and then will open it up for group conversation. There will be two rounds of Idea Exchanges during the conference on August 5 and again on August 12.

- **Back to the Concert Hall:** Michael Vitale & Amanda Lester, Los Angeles Philharmonic
- **The Financial Impact of Knowing Your Community:** Amy Williams, Camerata Pacifica
- **Scenario Planning for the Next 18-24 Months:** Scott Harrison, Arts & Culture Leader
- **Staging Virtual Galas and Fundraising Events:** Tara Aesquivel, American Youth Symphony
- **DEI Work within Orchestras:** Elizabeth Shribman & Pamela Pretlow, San Francisco Symphony

- **Engaging Audiences in Non-Traditional Ways:** Mieko Hatano, Oakland Symphony
- **Emerging Professionals: Making Your Voices Heard:** Jonathan Rios, Los Angeles Chamber Orchestra & Tiffany Fajardo, Berkeley Symphony

Sponsored by Robert Swaney Consulting, Inc.

THURS, AUG 6 AT 11AM

FUNDRAISING IN TIMES OF CRISIS, PART II: THE NEXT 7-18 MONTHS

Given the multitude of setbacks associated with the health and economic crisis, returning your orchestra to a position of fiscal health will require an ever-maturing fundraising program while the “new normal” for musicians, performances, and audiences takes shape. Confidently moving from “surviving” to “thriving” will be a monumental task for nearly every orchestra in the next few years. Reliance on a fundamentally sound, yet adaptable fundraising program will be essential while earned revenue finds its new norm. Robert Swaney Consulting's Founder & CEO Bob Swaney, along with Project Consultant Catherine Heitz New, will discuss how to develop a best-practice fundraising program that is fused with your plans to return music to the stage and audiences to the hall. Key to this session will be a tactical fundraising outline for months 7-18, as you advance your organization toward a long-term sustainability model that balances contributed and earned income goals, and overall patron engagement and retention.

Bob Swaney, Founder & CEO,
Robert Swaney Consulting, Inc.

Catherine Heitz New, Project Consultant,
Robert Swaney Consulting, Inc.

Sponsored by Dorothy Wise

THURS, AUG 6 AT 2PM

OPTIMAL BOARD ENGAGEMENT DURING EXTRAORDINARY TIMES

Are your board members wondering how to add value to your orchestra these days? They're not alone. This fast-paced and interactive session will explore the best things for board members to be doing to sustain and guide your organization – now and in the year ahead. You'll leave with concrete, practical, no-cost steps you can take immediately to engage your board in ways that are strategic and effective, as well as comfortable and achievable for them.

Susan Howlett, Consultant, Speaker,
Author

Sponsored by Dean McVay

FRI, AUG 7 AT 11AM

AB5 AND ORCHESTRAS

AB5 was intended to add clarity to independent contractor rules, but since its passing earlier this year, it has been the source of confusion and concern for orchestras, ensembles, and festivals of all sizes in California that pay some staff and musicians as independent contractors. Moreover, pending amendments (AB 1850 and AB 2257) to the original legislation exempts some musicians from AB5, but not those who perform with symphony orchestras, creating further uncertainties. This session aims to provide information about AB5 and an update on its impact on the statewide arts and culture sector, answer questions about the recent proposed amendments and how they relate to musicians, explain some of the nuts and bolts of employee reclassification, and address some of the most common questions about compliance.

John Acosta, President, American
Federation of Musicians 47

Julie Baker, Executive Director,
Californians for the Arts

Sam Mazzeo, Managing Partner,
A Better Professional Corporation
Olivia Phillips, Attorney, SHRM-CP,
A Better Professional Corporation
Moderator: **Sarah Weber**, Executive
Director, ACSO

Sponsored by Stephen Wilson

FRI, AUG 7 AT 2PM

PEER FORUMS

If there was ever a time we need to lean on our peers, it's now! ACSO's popular Peer Forums bring arts professionals and advocates with similar roles and from similar-sized organizations together to talk about the unique challenges and opportunities they share. These informal, facilitated discussions are a great opportunity to connect with new colleagues, commiserate with old ones, and learn from the collective wisdom of your peers.

- **Board Members with Budgets over \$1M (Professional):** Jamei Haswell, Santa Rosa Symphony & Lacey Huszcsa, Las Vegas Philharmonic
- **Board Members with Budgets under \$1M (Professional):** Dean McVay & Anne Viricel, San Bernardino Symphony
- **Executive Directors/CEOs with Budgets over \$1M (Professional):** Alice Sauro, Sacramento Philharmonic & Opera
- **Executive Directors/CEOs with Budgets under \$1M (Professional):** Elizabeth Quivey, North State Symphony
- **Community Orchestra/Ensemble Managers & Board Leaders:** Chelsea Chambers & Sheri Frumkin, Peninsula Symphony
- **Youth Orchestra Managers & Administrators:** Julia Copeland, Youth Orchestras of Fresno
- **Marketing, Communications, and Audience Development Staff:** Jenie Dahlmann, San Diego Symphony

Sponsored by Alan Mason

WEEK 2 SESSIONS: AUGUST 10-14

MON, AUG 10 AT 11AM

PEER FORUMS

These informal, facilitated discussions are a great opportunity to connect with new colleagues, commiserate with old ones, and learn from the collective wisdom of your peers.

- **Patron Services and Box Office Staff:** Kayla-Jo Rosoff, Las Vegas Philharmonic
- **Finance and Human Resources Staff:** Alicia Gonzalez & Maureen Melville, San Diego Symphony
- **Festival Managers:** Jenny Darlington-Person & Ryan Murray, Music in the Mountains
- **Development Staff:** Giuliano Kornberg, Sacramento Philharmonic & Opera and Scott Vandrick, Pasadena Symphony Association
- **Education and Community Engagement Staff:** Alana Richardson, Tucson Symphony
- **Artistic Staff, Composers, Musicians:** John Wineglass, Composer & Ben Kutner, ACSO
- **Orchestra Operations Staff:** Connor Bogenreif, Long Beach Symphony

Sponsored by Alan Mason

MON, AUG 10 AT 2PM

THE BRAVE NEW WORLD OF PERFORMANCE STREAMING

As we all brave the new world of online performance, it's now vitally important to provide content to patrons and donors to keep them connected to orchestras while concert halls are dark. This could be a pre-recorded concert featuring the whole orchestra, a livestream, or smaller chamber groups with musicians from the orchestra to create new original content to send to your communities and patrons. We'll explore topics such as pre-recorded concerts vs. livestreams, cost effective options for all budgets, paid vs. free subscription models, and other non-traditional partnering and revenue models. Though nothing will ever

replace the experience of a live concert performance, this new model does present new and exciting options for engaging existing communities and developing new audiences.

Aubrey Bergauer, VP Strategic Communications & Executive Director, Center for Innovative Leadership, San Francisco Conservatory of Music
Will Pruett, Director of Multimedia Operations, Pacific Symphony
Tal Skloot, Founder and Producer, Tritone Media

Sponsored by Sean Sutton

TUES, AUG 11 AT 11AM

FIVE PROVOCATIONS – THINKING ABOUT ORCHESTRAS AND RACE IN 2020

There has been a reckoning in America, and many American orchestras are investing a new, more urgent energy in their efforts to become genuinely inclusive organizations with a role to play in creating a racially just and equitable society. In times like these, half measures will not do, but is radical change possible when you are stewarding a centuries-old European tradition? Is the field doing enough to transform a history of exclusivity into a future of inclusivity? ACSO has invited thought leaders from the arts and culture sector to deliver five provocations on the relationship between race and American orchestras – to tell us what the classical music world looks like from their point of view and to challenge us to think and act differently. Moderated discussion to follow.

Jessica Bejarano, Founder and Music Director, San Francisco Philharmonic
Katie Brown, Cohost, Classically Black Podcast

Julia Bullock, Classical Singer
Dalanie Harris, Cohost, Classically Black Podcast

Alex Laing, Principal Clarinet, The Phoenix Symphony

Kristin Sakoda, Director, Los Angeles County Department of Arts and Culture

Moderator: Roberto Bedoya, Cultural Affairs Manager, City of Oakland

Sponsored by Julia Ward

TUES, AUG 11 AT 2PM

DISTANCE LEARNING & DIGITAL EQUITY: ENGAGING K-12 STUDENTS THROUGH ONLINE EDUCATION

As orchestras innovate and pivot their business models, education programs are critical in the effort to remain connected and relevant to the community. In particular, K-12 students need connection and engagement through arts education now more than ever, but how can orchestras help? This panel discussion will explore both the practical and philosophical considerations for transitioning to digital K-12 programs. Hear from colleagues who have pivoted their education programs to serve students online while navigating issues ranging from equitable access to technology to strategies for distance learning. This panel aims to share tangible takeaways for implementation and insights for thoughtful, intentional online K-12 education.

Wendy Cilman, *Director of Education, Santa Rosa Symphony*

Tom DeCaigny, *Executive Director, California Alliance for Arts Education*

Kevin Eberle-Noel, *Director of Operations and Education, Las Vegas Philharmonic*

Amber Weber, *Deputy Director, San Diego Youth Symphony & Conservatory*

Moderator: Loribeth Gregory-Beck, *Director of Education and Community Engagement, UCSB Arts & Lectures*

Sponsored by Aubrey Bergauer

WED, AUG 12 AT 11AM

THE "NEW NORMAL" OF DONOR RELATIONS

Everything looks different these days including how we manage our relationships with our donors. The way we live, work and communicate has drastically changed. How we engage with our donors has changed. So it is imperative that we remain flexible, creative, and innovative. During this session we will share the pillars of a strong donor relations program. We will also provide you with tactics and solutions that other non-profit organizations from across the country have developed to keep

their donor relationships strong.

Angie Joens, *Consultant, Donor Relations Guru*

Sponsored by Steve Friedlander

WED, AUG 12 AT 2PM

IDEA EXCHANGE ROUND 2

Idea Exchanges offer participants an opportunity to discuss some of the most pressing issues of the day with their peers, share solutions to common problems, and be inspired by the creativity of others. There will be two rounds of Idea Exchanges during the conference on August 5 and again on August 12.

Back to the Concert Hall:

Michael Vitale & Amanda Lester, Los Angeles Philharmonic

The Financial Impact of Knowing Your Community: Amy Williams, Camerata Pacifica

Scenario Planning for the Next 18–24 Months: Scott Harrison, Arts & Culture Leader

Staging Virtual Galas and Fundraising Events: Tara Aesquivel, American Youth Symphony

DEI Work within Orchestras: Elizabeth Shribman & Pamela Pretlow, San Francisco Symphony

Engaging Audiences in Non-Traditional Ways: Mieko Hatano, Oakland Symphony

Emerging Professionals: Making Your Voices Heard: Jonathan Rios, Los Angeles Chamber Orchestra & Tiffany Fajardo, Berkeley Symphony

Sponsored by Robert Swaney Consulting, Inc.

THURS, AUG 13 AT 11AM

CAREER INTERRUPTED OR BEST THING EVER? NAVIGATING CHANGE – CURATING YOUR OWN RIGHT PATH FORWARD

Times of transition can reveal the often-missing foundational insights about us as leaders and the organizations we lead. This interactive session will help you create your own Road-Map for determining how you want to lead and what your Next Steps can be...moving

forward with intention and impact – even with the future is unclear.

Kathryn R. Martin, *Leadership Coach & Consultant; Interim CEO, Santa Barbara Symphony*

Sponsored by Loribeth Gregory-Beck

THURS, AUG 13 AT 4PM & 6PM

THE ACSO SOCIAL HOUR FEATURING SHELTERED TRIVIA!

Co-hosted by **Richard Lonsdorf** of Sheltered Trivia and Emerging Leaders consigliere **Jonathan Rios**, ACSO's pub quiz features several rounds of specially themed questions, playful visuals, musical cues, and more! Teams are assigned at random, and you will be vying with your newfound music world friends for the coveted title of ACSO Trivia Champs. Space is limited to 30 participants.

Sponsored by Kathryn R. Martin
Next Chapter Coaching and Consulting

FRI, AUG 14 AT 11AM

CONFERENCE FINALE – THE GROUND BENEATH OUR FEET: CONSIDERING WHAT'S NEXT

It is not an exaggeration to say that the world has permanently changed as a result of COVID-19 and the explosion of America's long-simmering racial tensions. Disruption on this scale creates opportunities for radical change and forces artists and organizations to reassess the fundamentals, from our business models to our relationship with the communities we serve to the music we play and why. Our conference comes to an end with a panel discussion featuring some of our field's most thoughtful and innovative leaders, followed by ACSO's Annual Meeting, and final thoughts from the League of American Orchestra's departing President and CEO **Jesse Rosen** – each component designed to help us process our present and uncover what the future may have in store.

Francesco Lecce-Chong, Music Director, Santa Rosa Symphony & Eugene Symphony

Chad Smith, CEO, Los Angeles Philharmonic

Lidiya Yankovskaya, Music Director, Chicago Opera Theater

Joseph Young, Music Director, Berkeley Symphony

Moderator: Gail Eichenthal, Senior Director, Community Engagement, Classical KUSC & Classical KDFC San Francisco

Sponsored by Jamei Haswell and The Alan & Susan Seidenfeld Charitable Trust

ASK AN EXPERT CONSULTATIONS

As a benefit to ACSO members attending this year's online conference, several of our speakers are generously donating their time throughout the two-week virtual event to meet 1:1 via video chat to consult on topics of expertise.

Sign-ups are available on a first-come, first-served basis and each ACSO member may sign up for a maximum of one expert consultation during the event. We encourage you to sign up early as slots are limited. Information about how to connect with your expert will be sent when your consultation is confirmed.

Please note that you must be an ACSO member to participate in a consultation. Not yet a member? You can join as an organization or individual at www.acso.org/membership.

The following is the list of experts. To sign up for your free consultation go to www.acso.org/ask-an-expert-consultations.

- **Catherine Heitz New**, Project Consultant, Robert Swaney Consulting, Inc.; Topic: Fundraising
- **Susan Howlett**, Consultant, Speaker, Author; Topics: Governance & Fundraising
- **Kathryn R. Martin**, Next Chapter Coach; Interim CEO, Santa Barbara Symphony; Topics: Leadership, Managing Up, Organizational Transition Strategy, Career/Life Positioning & Curating
- **Tal Skloot**, Founder and Producer, Tritone Media; Topics: Digital and Video Content
- **Bob Swaney**, Founder & CEO, Robert Swaney Consulting, Inc. Topic: Fundraising

THANK YOU TO OUR SPONSORS

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 23, 2020)

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