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!
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.

Nícola 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 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.

**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.

**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

**FRI, AUG 7 AT 11AM**

**ABS 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 Robert Swaney Consulting, Inc.
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 Hyszcz, 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 Management
- **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

**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

**MON, AUG 10 AT 11AM**

PEER FORUMS

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- **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

**TUES, AUG 11 AT 11AM**

FIVE PROVOCATIONS – THINKING ABOUT ORCHESTAS 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**, Cobost, Classically Black Podcast
- **Julia Bullock**, Classical Singer
- **Dalanie Harris**, Cobost, 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 of distance learning. This panel aims to share the pillars of a strong donor relations program. We will also provide you and your 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.

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 Steve Friedlander

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.

WED, AUG 12 AT 2PM

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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.
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
2020 CONFERENCE COMMITTEE

Julia Ward, Chair
Caroline Firman
Loribeth Gregory-Beck
Dean McVay, Co-Chair
Anthony Parnther
Jonathan Rios
Sean Sutton
Anne Viricel
Sarah Weber

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