

## Mid-winter Governing Board Minutes – Atlanta, GA

January 17, 2005

*Jan Gippo, Brian Rood, Laura Ross, Michael Moore, Richard Levine, Steve Lester, Henry Peyrebrune, Bruce Ridge, Lynn Rosen, Len Leibowitz, [Laura Brownell, SSD Director joined for a portion of the meeting]*

### 9:30AM - Brief Officer Reports

Jan will be attending the Futures Committee meeting on January 31<sup>st</sup> and spoke briefly about the main topic on the agenda, which is AFM Convention voting rights for Player Conference Representatives. There seem to be some concerns about roll call votes. Another issue is that one of the conferences may have to be open to everyone in the AFM unless a Freelance Committee is formed.

Michael presented the treasurer's report. St. Louis has applied for and received an ERF loan, the full 15% allowed. Jan reported that a couple of orchestras have sent donations.

### 9:50AM – Various Topics:

- I. Regionalizing of orchestras in regard to touring and residencies – What should ICSOM's response be when an orchestra goes under and others take their place? It should lead to a dialogue about why there appears to be a lack of support for the local orchestra. Steve, Laura, and Henry will come up with a draft policy and run it by Len.
- II. Recent incidents involving college students replacing professional musicians – Jan will write a letter to Tom Lee encouraging him to try and negotiate some sort of “fence” or no-compete agreement. The issue will be discussed with Laura Brownell and Len will begin to draft a conference resolution.
- III. Electronic Media Committee – there are two upcoming meetings scheduled in February. The 14<sup>th</sup> is the EMC alone and the 21<sup>st</sup> is the AFM meeting. There was discussion about the AFM approval process, enforcement of AFM bylaws, and requesting that Laura Brownell, Tom Lee and George Cohen meet with ICSOM and ROPA leadership prior to the meeting on the 21<sup>st</sup>. One question that must be addressed is if the AFM turns down an orchestra's media request and the orchestra wants to do it anyway, what would ICSOM's position be?
- IV. Personnel Manager listing in *The ICSOM Directory* – Beginning next year the personnel manager's name will be listed underneath the Executive Director/President.
- V. Legislative Committee – AFM resolutions:
  1. Local contractors - language is already done;
  2. Strike fund - Len has sent language to Brian for vetting;
  3. Future's committee proposal about granting PCC representatives AFM Convention voting rights – this must wait until after the January 31<sup>st</sup> meeting. If ICSOM must submit this proposal, we will need to coordinate with TMA, RMA, ROPA & OCSM;
  4. Congressional Action – a letter to members concerning multi-employer pension funds is being coordinated with the AFM. We will need to use Delegate-L for these activities as well.  
[Following the meeting, the Governing Board agreed to supply e-mail addresses to the AFM for this one time activity.]
- VI. Financial Database pilot program – Henry distributed a progress report on the pilot project authorized by a 2001 ICSOM Conference resolution. Financial reporting rules changed in 1996 so any project would be from this time forward. Henry is compiling questions from committee members and is working with Ron Bauers on a pilot project that will include up to 15 orchestras.

Scott Weber has recommended the idea of selling “solidarity bonds” to help orchestras in trouble. (*see handout.*) There are SEC questions that Henry and the committee (along with Len) will look into as they continue to investigate the feasibility of this project.

VII. Membership on Orchestra-L – Is Orchestra-L’s chief role to build solidarity, or is it an open forum for anyone? Managers are treated different in that they don’t post or receive anything but news postings.

VIII. Cleveland Orchestra committee chair Tom Mansbacher recommended a study of settlements this past season. There is concern about apparent co-ordination of management tactics during these past negotiations. Unions are supposed to look to the achievements of others and collecting information could be helpful to orchestras preparing for negotiations. Any written report would remain in the hands of the Governing Board. Attorneys, locals and musicians who negotiated these agreements would need to sign off on this idea. We will work on this “in-house” and continue to discuss this via e-mail.

### **11:30AM** - Direction of ICSOM

The experience we have all had in the past few years leads us to believe that there are agendas being promoted about the relationship between musicians and boards and how these orchestras should be run. Management has been preaching that musicians need to be most concerned about the health of the organization and that the orchestra will be healthy if the finances are healthy. There seems to be a movement to increase the musicians’ risk and lessen that of the boards and managers.

Where is ICSOM regarding these and other issues?

ICSOM needs to focus the message to all constituencies and develop a more public image to be advocates for our musicians. We have made some progress this year with the rapid response team but we also need to find ways to answer articles like Gideon Topf’s recent article in the *Wall Street Journal*.

Some universities and colleges are presenting orchestra seminars but, sadly, many do not including orchestra musicians. Local 802 has been very successful in talking to Julliard students. One important project we could become involved with would be to develop a lecture with materials that could be distributed to the delegates for use in their own communities.

Public relations, and refining “the message” to present ICSOM’s interests was discussed. Len and Jan have both spoken many times to the AFM about gaining access to a PR person to help craft the message. We can educate this individual (who would be paid for by the AFM) about our issues so we can communicate our issues effectively to the public. This person could help us develop the lecture ideas for universities.

We need to articulate a vision of strength that includes hope for our industry. We need to inspire our musicians who can, in turn, inspire their boards. We are the community, not the management because many of them move on in a few years. Our message is that orchestras are relevant; we can’t water down the product because that leads to death. There was discussion about reaching out to new members through orientations.

There was discussion about the abdication of music directors whose artistic decisions are now being made by executive directors. The voice of artistic achievement is lessened and, with the lack of the music director, the orchestra “face” and artistic vision is lost from the community. There has also been a change in the philanthropic community who now demand results for their money. Most boards raise money from outside sources, and don’t necessarily give the most themselves. What do donors get for their money?

To be “ahead of the curve” we need to make sure our people are intelligently informed about issues so management doesn’t “blind-side” musicians. We need to impact the general public, which will impact

boards, etc. ICSOM must address the “doom” factor, have a more public face, and actively look for the topics that will move us forward by taking positions on these issues. We have to develop the message; the PR person can help us deliver that message. There has to be time to identify those issues.

This is about ART. What happened to that message? Community service, bringing art to the community, is what we do.

*Laura Brownell joined the meeting.*

Laura B. presented a list of topics for discussion and asked if ICSOM has or wants to establish policies about any of the following issues:

1. Some orchestras are negotiating pay cuts to extras and she mentioned that locals have a responsibility to these members. Should they not receive the same pay for the same work? We need to discuss and understand the motivation for doing this. Do many ICSOM orchestras do this?
2. Laura B. noticed that St. Paul had requested that Jan visit and asked what this was about (Jan was asked to talk to the St. Paul Board about Yeshiva and the role of ICSOM and the Union) because she has been receiving calls about internal organizing.
3. There have been two orchestras asking about paying work dues for severance pay, vacation and variable payments above negotiated salary that have been resolved on a local level. ICSOM does not have a policy because it's a local issue but we're happy to help find a solution. Laura B. mentioned that the .55% due to the AFM is an issue for them.
4. Laura B. has been asked for her input regarding ASOL's strategic plan. ICSOM is not involved in the surveys or the process. Our orchestras' have been burned recently, especially during the recent spate of negotiations. Trust took a big hit. Laura B. wants to get involved with the industry, building relationships, etc. ICSOM has left the door ajar and we are trying to work together on certain projects. It appears that the ASOL's idea of reaching out is that we will agree with them. ICSOM needs to do more that is proactive on our own, then our interaction will put us on a different level. She asked for ICSOM's endorsement to be interviewed and it was granted since ICSOM has long encouraged organizations to include the AFM in their discussions.
5. Laura B. mentioned that a few locals (these are mostly ROPA locals) do not want to recognize a duly elected orchestra committee. They don't want to request SSD assistance and they don't want input from the orchestra to negotiate the contracts. There was brief discussion about a bylaw proposal in the New Jersey Symphony's local that requires the board to approve and train negotiating committees. Although this proposal was aimed at a theater negotiation, it could impact the NJSO.
6. Strike Fund bylaw changes were a topic of discussion at the Nov. 15 trustees meeting. They identified an actuary to look into the changes in increases to benefits. Scenarios for increasing payments to musicians were suggested for the actuary to consider. Brian has spoken to Dave Angus and they are considering a survey on Delegate-L. When the actuary comes to a meeting to discuss this, the strike fund trustees should be there. There is concern about the urgency of this issue in regard to submitting either a resolution or the IEB submitting a recommendation to the AFM Convention.
7. Draft on travel and touring – SSD has put together an IEB draft recommendation. Laura (Ross) requested we receive a copy of this draft for input since it will affect our orchestras. ICSOM expects to be consulted on issues that involve any of our orchestras prior to submission of any IEB recommendations.
8. Louisville and the Opera - Jan told Laura B. that ICSOM would like Tom Lee to investigate getting a fence agreement with universities, or managements, etc., to keep students from taking jobs from professional musicians, similar to the New World agreement. While Len is not sure this would work, he does believe we should still try to get an agreement since many of these musicians will be

professionals one day themselves and wouldn't want unpaid students replacing them. Laura B. thinks it's more of a local problem and that an agreement should be forged with the local and the opera.

9. SSD Staffing – Laura B. has recently hired David Schoenbrun (originally a member of the San Jose Symphony) as a part-time negotiator who is working with a couple California orchestras. He was just elected President of Local 6-San Francisco. Seventeen negotiations have been assigned so far when previously Chris Durham and Nathan Kahn were doing 8-12 negotiations each. Laura has a budget to hire more personnel if the negotiators get overloaded. Chris still oversees the organizing project in Seattle. Sharneen Addison is the new SSD receptionist in the NY office. Christina is part-time in Canada but will be leaving in the summer. Sahid Fawaz and Janice Galassi (who is also negotiating) are also working on various projects for SSD.

Laura B. also asked about the health insurance study but it was not discussed.

Following a discussion about Laura Brownell's questions, Jan asked her to relay ICSOM's request to Tom Lee that the AFM come up with an agenda before the Feb. 21<sup>st</sup> meeting. Laura B. reported on her initial conversations with staff, counsel and ICSOM and ROPA media committee chairs. Brian asked that the rest of the evening on Feb. 20<sup>th</sup> be dedicated to discussion with the media committees and AFM and counsel. Preliminary thoughts were that there is a need for national agreements, and most agree orchestras need to be on the radio and making records. The true impediment is that management won't pay for it, claiming there's no market demand. Debbie is pulling together a list of CBAs that refer to NPR rates. Status quo would be to continue to set rates and try to enforce them so the meeting could be asking for a mandate to enforce the bylaws and obliging orchestras to follow the rules. We could also be looking at new paths to follow – revenue sharing agreements or negotiating national agreements or using EMGs. Laura (Ross) expressed the hope that orchestras will be communicated with prior to the meeting so their orchestras are truly represented at the meeting on Feb. 21<sup>st</sup>.

Jan reiterated the request for a national PR person, employed by the AFM, to get out orchestras and ICSOM's message. We need a bigger voice as the most visible member of the AFM. The understanding of symphony orchestras and the culture of symphony orchestras must be disseminated. Laura B. said she has a plan she presented to Tom Lee a while ago but it has been placed on the back burner. She is willing to make it more of a priority. Brian asked that we identify some people for consideration as candidates. Our proposal was two-tiered: the PR person would be available to help deliver a consistent message from the symphonic perspective (as devised by ICSOM and the other PCCs), but they would be available (possibly for a fee) to assist member orchestras in crafting their individual messages.

Brian mentioned the provisions in the New World agreement that included on-site visits. Janice Galassi went there earlier and ICSOM was unaware of this. We discussed working together on this at the Utah conference but Laura B. did not remember the conversation. ICSOM wants to be there to provide the working musicians' perspective. Laura B. said she would be happy to explore another workshop.

Can ICSOM post information from the AFM wage charts as outreach to the press? Henry explained that it could be included on the Orchestra Facts website for fact checking. Most of the data is already available in the press and on the ICSOM website but is not easily accessed. Laura B. doesn't foresee a problem. Henry will discuss it with Eric Beers.

Laura Brownell was thanked for her hard work and attention to our concerns and left the meeting.

### **3:45PM - Conference Planning**

#### **TOPICS & ISSUES:**

The delegates needed to be more engaged. Jan suggested that previous conference topics and speakers may not have lived up to expectations so we need to look at changes. He recommended that reports be

presented in written form prior to the conference. Another said that people are listening to these reports but they suggested that reports be paced throughout the conference, not all on the first day.

The Chairman's address, which is different than a report, is important because it's generally about the future of ICSOM. The conference has to have more interactive content. Laura suggested that officer reports could be sent prior to the conference and, when speaking, each person would offer a brief outline and then take questions about their report.

- Negotiation training – will include a discussion with Len, Chris Durham and Nathan Kahn about strategies, and how to keep unity. There would be interactive participation and negotiating orchestra chairs and attorneys would be encouraged to attend in addition to delegates.
- Invite a publicist to talk about the role of PR in negotiations.
- New member orientation: Bruce will put an hour-long presentation together (Laura will assist). Delegates are asked to bring examples of what they do to the conference.
- A session on orchestras that have survived exceptional circumstances such as long labor stoppages, bankruptcies-how they pulled through, built and sustained morale, worked/trained their boards and managements – this roundtable discussion could include Louisville, St. Louis, San Antonio, Honolulu, San Diego, Nashville, Utah and Baltimore. Len could moderate 10 –12 minutes of opening remarks and has some ideas about participants who will need to work from written remarks and a prepared report.
- A negotiation session with orchestras currently in negotiations or just concluded should include attorneys and local presidents. The conference invitation will be changed to include attorneys and local presidents. It's a separate workshop but it should be a part of the body of the conference. This needs to be a regularly scheduled (but optional) session during the conference [put it where the afternoon off is or an evening.] Orchestras preparing for negotiations could observe.
- Brian will moderate a discussion with delegates and guest like Doug Fisher, Dave Angus, Robert Levine, David Lennon, Hal Espinosa, and Lovie Smith-Schenk on the subject of building and improving the relationships between ICSOM orchestras and their locals.
- All aspects of orchestra committee responsibilities that would include Len, Laura B, Nathan and Chris and would include delegate interaction (role playing, small group discussions.) Topics would include basics, reminders about union principles, steward training, does and don'ts, and how all this applies to the "New Frontiers" our boards and managements are shoving down our throats.
- Other topics for Len's presentations: Filing an F-7, preparation for communication when in an "unprotected strike", COBRA, what is DFR, an unfair labor practice with no remedy – what happens? Len should give a verbal report reviewing the important issues in his written report.
- Presentation of the Financial Database Committee – results and conclusions. [Henry will try to get out for one day of rehearsals prior to leaving on tour this summer.]
- Officer reports will be submitted in writing in July and sent out with last mailing so delegates can read them prior to the conference. The changes will be included in the May conference invitation.
- Other topics for consideration: Musician injuries with Alice Branfonbrener and AFM Government Legislation with Hal Ponder.

Scheduling of conference – keep new delegate breakfast, and push back the start time by an hour or so. Mixer should be scheduled on the first night. Tom Lee's speech and PCC reports must be briefer. Some committee reports are going to be necessary and the Chairman needs to give an address, not a report. Is a Keynote speaker necessary? A negotiator/mediator outside the orchestra field like Abner Mikva (judge),

or a PR speaker like Barbara Haig? Other ideas included a keynote speaker about Labor History or perhaps, Pete Seger. The book *Orpheus in the New World* was mentioned. Len will think of some people.

***Conference topic names submitted to Laura focusing on negotiations.***

**5:10PM - Strategies to implement ideas developed**

Conference topics appear to be a return to basics in an effort to get good contracts.

[MSC Steve, Henry] to get a commitment from the AFM for in identifying, hiring and budgeting for an SSD public relations person. Len will work with Laura B. on this issue.

[MSC Steve, Richard] to create a subcommittee to craft our message that will articulate vision and hope to and about our orchestras, showing that Symphonies are relevant. Everyone should send ideas to Brian, Henry, Bruce, and Steve. Steve discussed his ideas of sharing reports about the state of ICSOM with the public. This would be something the message committee would/could come up with (or part of the PR component with the AFM.) We need to re-engage orchestra musicians and part of that is by keeping Orchestra-L and Delegate-L alive.

Jan spoke about mentoring people to take over our position before we leave.

There was a discussion about implementing a management evaluation since sharing financial information is part, but not all, of the picture. There are trust issues, planning evaluation, and other management duties but an evaluation was considered too subjective as many musicians don't know everything management does. Instead ICSOM will consider beginning a management database that could include facts (successes and failures) along with committee chairs at the time. The management positions would include: President/CEO (Executive Director), General Manager, Orchestra Manager, Artistic Planning Manager, CFO, Marketing Director, and Development Director.

What should our relationship be with SOI, Mellon and ASOL? There was a brief discussion about the relationship with the Mellon task force in the future. ICSOM and the AFM have to be included from the start.

Len addressed national agreements versus service conversion for media work. Orchestra packages have included bad stuff but the orchestras were not ready to strike over those issues. If we're going to argue for national agreements with tough enforcement, we have to have an answer if the AFM enforces them, and pushes an orchestra into a strike.

Next Conference Call –Tuesday, Feb. 15 @ 10PM Eastern

**ICSOM Governing Board Call – 2/15/05**  
**10PM EST/9PM CST/8PM MST/7PM PST**

*Jan Gippo, Brian Rood, Laura Ross, Michael Moore, Richard Levine, Steve Lester, Henry Peyrebrune, Lynn Rosen, Bruce Ridge, Len Leibowitz*

Directory is at the printer now. Robert is investigating whether they can be shrink-wrapped. There was a discussion about the additional expense and it was agreed that if expenses exceed \$600, Michael would work with Robert. Richard is waiting for the chairman's report for *Senza Sordino*. There were questions about whether the bulk-mailing permit was a cost savings. Michael hopes to have an answer to report at this summer's conference.

1. Futures Committee report – Jan explained what happened to the resolution that would have given the PCC AFM convention delegates voting status. It was originally approved but later activities required an emergency meeting that caused the PCC representatives to withdraw the resolution. Jan has asked Len to draft a resolution that says when there is an IEB topic that is directly referenced to a PCC, each conference will choose their own representative who will attend these meetings. [This is RMA #21]

2. Touring/Residencies policy (Henry/Steve/Laura) and Cleveland/FLP – There was extensive discussion about an ICSOM Policy in regard to orchestras traveling into other ICSOM jurisdictions, especially to those areas like the Florida Philharmonic's where community support appears to be lacking or in decline. We do not support using other orchestras to fill in the gaps, these communities should have their own orchestra to support the musical community every day, not just periodically. ICSOM believes we should try to organize our orchestras in a way that they call for more local and labor support for a local orchestra. In the case of the Florida Philharmonic, The Cleveland Orchestra is in complete agreement that South Florida should have their own orchestra. While the Florida Philharmonic board acted with indifference when shutting down the orchestra, ICSOM will continue to offer any support we can. Laura and Richard will draft a letter to our ICSOM members requesting advocating for support of local orchestras when traveling. In regard to Florida Philharmonic, Jan will talk to Laura Brownell to see if she can work with Local in regard to union and labor activation, and once we have an SSD PR person they can be of assistance as well. There a question about whether we should ask the ASOL to get involved.

Jan thanked all the musicians who have supported the St. Louis Symphony. They have received about \$75,000 from orchestras and orchestra members and have covered the necessary health expenses since January.

3. College "fence" agreement - Jan spoke with Laura Brownell on January 30<sup>th</sup>, it is on her agenda with Tom (after the media meeting). Jan will meet with Tom briefly at the media meeting. An ICSOM resolution is being considered.

4. EMC report & RNC work dues AFM resolution – Laura forwarded the EMC objectives the committee came up with at their 2/14/05 meeting. There was a brief discussion about the EMC objectives.

5. Travel & touring draft from AFM - Brian e-mailed Laura Brownell for the language and has not heard anything yet.

6. Health insurance - It's dead. There is need for an article in *Senza Sordino* that would explain why it's not feasible at this time.

7. Strike Fund AFM resolution draft - Laura Brownell has the draft language, an actuary is looking at changing benefit levels. There is also discussion about adding more tiers for \$1200 and \$1500 (moving to this level would be optional for orchestras currently in the fund). There is also discussion about more orchestras that don't qualify for the strike fund to be able to join. There is currently \$2.8M in the fund. [We were originally told we didn't need to worry about submitting language by SSD, who is working on this issue with us so the IEB can make a recommendation, but were later told to submit language, which we will do on March 1.]

8. Legislative Committee report (Pension letter & AFM convention) – Laura reported that the e-mails were sent but the AFM said they were in the wrong format. She will talk to Robert at the media meeting. Laura also reported that the RMA has come up with 21 AFM convention proposals and are trying to put together a call.

9. Financial database committee - The committee will confer and come up with 15 orchestras to be included in the initial database, and those orchestras will then be contacted. Are we expecting Ron Bauers to attend the conference this summer? Henry hopes they will have a presentation ready this summer. Michael reported in a conversation with Eric Beers that the wage charts are being held up by the need for audited financial information.

10. Recent orchestra settlements study - Steve and Henry will coordinate this.

11. Management database – We will ask delegates to fill in for the previous five years. Laura will assemble a draft copy.

12. Anticipated ICSOM conference speakers:

a. Len/Chris Durham/Nathan Kahn

b. publicist (names?)

c. new member orientation/recruitment/ the role of ICSOM in your orchestra – Bruce (expand to 1.5 hours)

Bruce is trying to have meetings with his orchestras to show them how ICSOM has a role in their orchestra.

We need to address what is important for our orchestras now and in the future. Lynn asked if more of Len's presentations could be taped.

There was a suggestion to share ICSOM's history, by including former ICSOM chairs in a roundtable discussion, talking about the different issues they had to deal with and how they dealt with them. The whole thing could be videotaped for each orchestra to view. We will consider the idea.

d. labor stoppages - delegates or invitees (@ ICSOM's expense?)

e. local officers

f. database report - Bauers?

g. Hal Ponder/Alice Branfonbrener/keynote speaker? Peggy Leibowitz has a labor historian she knows about. Len will follow up.

Orchestras who still owe dues will receive individual e-mails from Michael. Dues penalties will be assessed beginning on March 1.

**Next call: Saturday March 12 - 3PM EST/2PM CST/1PM MST/12PM PST**

## ICSOM Governing Board Call 3/12/05

*Jan Gippo, Brian Rood, Laura Ross, Michael Moore, Lynn Rosen, Bruce Ridge, Henry Peyrebrune, Len Leibowitz, Richard Levine (Steve Lester – beginning of call only); Laura Brownell [called in during beginning of call]*

There was a brief discussion about symphonic travel/touring language prior to Laura Brownell joining the call. She explained that an SSD recommendation via the IEB would not be put forward at this convention. SSD was considering trying to make outside jurisdictional travel come under the approval of the Federation (like media.) After trying to craft language to address the various issues (work dues, who get the job, is it symphonic) SSD decided to leave it status quo. Richard suggested an intermediate step that orchestras going on tour send SSD the tour schedule or at least notify them that they are on tour. Local officers (whose duty it would be to notify the AFM) are not always aware of the schedule of orchestras. We will continue this discussion.

**Chair:** Jan reported on his speech at the New England Conference. He spoke about the Futures Committee meetings and pointed out that ICSOM had no desire to take over the AFM or skew the voting. He encouraged officers to get to know us and keep an open line of communication.

**President:** Thanked Laura and Len for assuring that AFM Strike fund resolution language was submitted to the AFM. March 23 Dave Angus and Brian as well as others will meet with the actuary to investigate some of the recommended changes. He's pleased with how Laura Brownell has been moving things along. Health insurance – as previously reported, it is dead in the water but the consultant has left Mercer to start his own firm and has contacted Brian. Brian will contact him prior to submitting something for Orchestra-L, *Senza Sordino* and the *International Musician*.

Laura Brownell told Brian that a recommendation for a public relations person is in our court. Candidates were discussed. Who interviews and hires? Brian will communicate our desire for input in the hiring process to Laura B. We will gather more names and discuss them during the next conference call.

Sphinx – Brian has drafted a new 3-year agreement. He also reported that the first scholarship winner has won a job in the Oregon Symphony.

**Secretary:** Waldeck plaque in Detroit at the Labor Monument – cost would be \$5,000 to have a worded plaque. Discussion centered on whether this should be a part of the larger project or separate so as to not interfere with fundraising for the ICSOM/ROPA/OCSM fund. Len said all fundraising should be through a central fund and suggested a call by that committee to discuss all these options. Laura will set it up. Media negotiations are a go but there is still much to discuss. Laura, Jan and Brian will talk with Steve tomorrow in St. Louis.

**Treasurer:** Dues – 4 orchestras still owe this season. They will receive the late fee assessment letter this week. Directory – we will explore the idea of offering ads to cut costs. The total production and mailing cost was \$14,000. The production schedule will now be moved up for fall delivery as previously announced at the conference.

Wage charts – will not include financial information from some orchestras (audits not completed).

Conference questions – do we have enough rooms? We'll continue to discuss this.

**Editor:** Directory – started mailing last week.

### **Other:**

SOI/Eastman partnership – There was a brief discussion about the announcement of \$1.2M donation to set up a program at Eastman.

Musician Survival Guides – Michael reported they are almost gone and we must decide if they need to be reprinted (next call)  
Puerto Rico visit – (next call)

**Next Call:** Sunday April 10 (10PM/9PM/8PM/7PM) – *Lynn may be in Europe*

## Governing Board Minutes April 10, 2005

*Jan Gippo, Brian Rood, Laura Ross, Michael Moore, Richard Levine, Steve Lester, Henry Peyrebrune, Len Leibovitz, (Bruce Ridge not available, Lynn Rosen on tour)*

1. Nominating Committee appointments – names were suggested. Jan will contact musicians in the next few days.
2. MAL/AFM delegate election bylaw language – must be changed to reflect staggered terms. Len will work on a resolution for inclusion in the conference mailing.
3. Musician Survival Guides – Michael reported they are almost gone and we must decide if they need to be reprinted. Michael will do further investigation and e-mail the information.  
Conductor evaluation forms – will be reprinted.
4. Public Relations person – There was significant discussion following Brian's conversation with Laura Brownell. There is a great deal of concern about the position's status (retainer or full-time) in regard to all the projects we believe this person could potentially be involved in - developing a national campaign to further classical music and being available for negotiation and non-negotiation consultation.
5. Waldeck Fund report – Laura reported on the committee's plans that will be announced in a press release and articles in each conference's newsletter as well as the *International Musician*. Motion [Laura/Richard] that, pending Len's checking out Local 677's 501(c)(3) fund [Live Music Awareness], ICSOM will send the first \$500 contribution to the fund for this year. Approved
6. Website and orchestra-1 – Jan will ask Bruce Ridge to serve as interim orchestra-1 moderator and Richard will place an ad in *Senza Sordino* to solicit interested parties going forward. As chair of the website committee, Richard will activate the committee.
7. Drew McManus – Len reported that Drew was interested in speaking to the delegates about the use of websites, lists, blogs, etc. for communication. Henry said his website is becoming a very widely used resource and Drew is viewed as somewhat objective by journalists. Jan will talk to him further.
8. Conference host – San Diego Orchestra Committee chair Becky Campbell suggested that her husband Glen would serve. They will contact Laura in the next two weeks.  
Conference site selection for 2006 – Laura has suggested that choosing conference sites should occur at the conference. She will post a notice on Delegate-L and will ask Bruce to write an article for *Senza Sordino*. We might also consider approaching orchestras to host in the future.
9. Residencies/tours – Richard will take a look at the initial draft of the delegate letter in the next 2 days. There was a brief discussion about the St. Paul Chamber Orchestra residency in Chicago.
10. Richard – *Senza Sordino* deadline is April 29<sup>th</sup> for the next issue.
11. Media report – Laura e-mailed an outline of her report for the 4<sup>th</sup>. A complete report covering the media summit and negotiations will be included in the next *Senza Sordino*.
12. Membership committee – Lynn Rosen was appointed to replace Jay Blumenthal. Laura (chair) and Brian also serve.

13. Review first draft of conference agenda (reminder that officer reports must be completed for final mailing prior to conference) – It appears that there will not be a keynote speaker but instead more panel discussions and negotiations will be the major focus of the conference. The conference should concentrate on orchestras talking about their issues.

14. Henry Fogel has written a letter inviting ICSOM, ROPA and the AFM to an ASOL seminar on May 9<sup>th</sup> in Chicago, to try and get a financial reporting model that everyone can agree to. Jan has asked to bring Henry Peyrebrune additionally, and has accepted the invitation. The board was insistent that Ron Bauers be invited. Some concerns were raised about the process, although it was agreed that there will need to be ongoing evaluation of the process. The board also believes a “pre-meeting” should be scheduled between the musicians and the AFM. Jan will speak to the AFM and find out who will attend as well as to assure Ron Bauers is in attendance.

15. ICSOM has been invited to Mellon, along with ROPA and the AFM. Jan will attend.

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NEXT CALL:

1. Puerto Rico visit – Len has not heard from them.
2. SOI/Eastman partnership
3. Report from Bruce – ASOL

TIME:

Sunday May 15 – 9PM EDT, 8PM CDT, 7PM MDT, 6PM PDT

*Tuesday May 17 – 9:30PM EDT, 8:30PM CDT, 7:30PM MDT, 6:30PM PDT (back-up)*

## ICSOM Governing Board Call - May 17, 2005

*Jan Gippo, Brian Rood, Laura Ross, Michael Moore, Richard Levine, Steve Lester, Henry Peyrebrune, Bruce Ridge, Lynn Rosen, Len Leibowitz, [Laura Brownell joined during a portion of the call]*

1. Florida Philharmonic/Cleveland Orchestra –There are broader issues, and Brian’s recent posting on orchestra-l addressed concerns for orchestras in the future. Bruce suggested it’s time to raise the tone of the discussion and ask how do we unify to advocate on our own behalf when facing powerful people and not tear ourselves apart at the same time? The community did not support the FPO for who knows what reasons, but what Brian’s posting was about how to fight off regionalization in the future. We all need to be aware of what is going on and we should try to encourage local communities (through letters and speeches) that they should be supporting their own orchestras.

Len pointed out that one of the best ideas we’ve had was to have a PR campaign selling symphony orchestras – where are we on that? (There was further discussion when Laura Brownell joined the call.)

2. ASOL convention (June 16) – Jan has been asked to speak (he’ll refer to the St. Louis situation) and also to serve on a panel on touring. He’s also speaking to the major managers on the 15<sup>th</sup>. Jan asked for ICSOM board comments that he may use at the convention. He’ll send an outline of what he plans to say on the touring topic prior to the convention.

3. Conference Agenda – Jan, Len and Laura will speak on Wednesday to finalize the draft for the mailing.

4. SOI/Eastman – There was discussion about Ann Drinan’s offer to Bruce Ridge to serve as moderator of the music director search area of the new website. He would write articles, encourage people to post their own articles and answer questions for some compensation. Bruce has a call scheduled with Ann Drinan tomorrow.

While the money came from Paul Judy and SOI, there is a belief that Eastman is trying to do this right, involving all sides, and Len believes we should have someone involved to make sure we’re being heard. Others involved are Robert Levine who will be in charge of contract administration and Cindy-Lewis who will be in charge of musician playing problems.

[Laura Brownell joined the call.]

Laura Brownell reported on her impressions of the Mellon forum she recently attended when she made a 10-minute presentation and received good comments. Jan believes she made a good impression and represented the AFM well. There was discussion about a presentation by Gloria DiPasquale, a musician from Philadelphia, who recently joined the ASOL board - a position that was sanctioned by here entire orchestra.

Steve asked what joint projects we were working on with ASOL - orchestra statistical reporting (OSR). ASOL is also interested in working with the AFM to do national PR in support of orchestras. ASOL just hired a new PR person. Laura B. has been building a draft outline job description for a PR person.

There was a brief discussion about Henry Fogel’s role with ASOL. Brian mentioned the major managers refusal to distribute this year’s OSRs and said there are many forces at work in the ASOL. We need to see more action, and we’ll work with them on projects. No one knows who will replace Joe Kluger as chair of the media committee.

[Laura Brownell left the call.]

5. *Senza Sordino* – We do not know why it took nearly a month to receive this issue. If we change back to having delegates hand out the issues, we need to start talking to the delegates now.

MALs should contact delegates to keep in touch. Richard suggested at least a monthly e-mail, if not a call. A resolution was passed last summer that required more regular contact.

6. Conference sites report - Baltimore had questions about the cost of a union hotel, Nashville has also expressed interest for 2006. Minnesota/St. Paul are talking about jointly hosting in 2007. Presentations will be made at the conference and the delegates will choose.

7. Membership committee report – nothing yet to report.

8. Website – information should be sent to Robert and Henry right now.

9. Discussion on keeping in touch – when someone is at a meeting, they will follow up with a brief written report not long after the event to keep everyone up to date between calls.

St. Paul report – Jan reported on his recent visit to speak to the St. Paul Chamber Orchestra board. He spoke briefly about Yeshiva and how it applied to the orchestra's CBA and most especially the personnel committee. He met with musicians afterward, and reports that while the orchestra is doing well, the orchestra is still very divided.

Next call: Wednesday June 22 @ 8PM EDT/7PM CDT/6PM MDT/5PM PDT

## ICSOM Governing Board call 6/22/05

Jan Gippo, Brian Rood, Laura Ross, Michael Moore, Richard Levine, Steve Lester, Henry Peyrebrune, Bruce Ridge, Lynn Rosen, Len Leibowitz

ASOL – Jan spoke about the communication gap between musicians and management at the ASOL (he asked that his comments to be reprinted in *Senza*). He then served as a panelist on the “Residencies” panel but said topics centered more on residencies like the National Symphony when there is “buy in” from organizations in each resident state. He spoke about the AFM touring bylaw and quoted comments from Henry Peyrebrune and Brian.

Media Negotiations – Laura gave a report about what occurred at the June 19-20 meetings with management in Washington DC. The managers still have not presented a list to the AFM concerning which orchestras the managers are authorized to represent. This delayed negotiations but it did allow the musicians to caucus afterward and finish working on an economic proposal. The financial proposal agreed to by all participating, will be given to the managers, assuming they get negotiation authorization, by a sub-committee sometime in July, with a resumption of full negotiations sometime in September.

AFM elections – There was discussion about the possibility of hosting an officer debate at the AFM Convention. Due to time considerations and in an attempt to remain neutral, the ICSOM GB believes it would not be a good idea at this time.

Negotiation information gathering – Henry has info from 3 orchestras. Steve said Chicago is waiting for attorney approval; Henry would like to have at least 5 orchestras. He originally sent requests to 8 with an eye toward looking for similarities in proposals.

Vision Committee – Steve, Henry, Brian, and Bruce will prepare something for conference [mission statement/set of values we would stick to as an advocacy organization]

Communication/Education Committee - Seminar ideas for educational purposes – colleges, attorneys; we should offer our services to assist Nathan with his program. We need to get more people beside the GB involved on committees. No members selected at this point.

*Senza Sordino* – delays & distribution – it’s getting very late. Richard will be moving all production to San Diego or LA. We don’t know who’s getting *Senza* as a few GB members said they still had not received the March issue. The Governing Board will devise a policy about distribution. Lynn asked that MALs canvass their members about whether they’d received the March issue of *Senza Sordino*. Steve suggested Richard post the question on Delegate-L. Richard said Julie Ayers has asked that Richard print an excerpt of her new book in *Senza Sordino*. Michael pointed out our mailing permit prohibits sending third party advertising inserts, but including an article with excerpts in OK. Richard mentioned an idea suggested to him about making the upcoming issue 3 & 4. Richard expressed his plan to produce another issue after the conference.

ICSOM resolutions – Four resolutions were reviewed. Brian and Len will work on initial ideas concerning a “Code of Ethics” for touring and residencies they will then share with Barbara Zmich and Francine Schutzman. We hope ROPA and OCSM will sign onto our resolution as well. Len will work on two new resolutions regarding videotaping past members who were activists in the early years of

their orchestras for inclusion in future Waldeck Fund projects, and to encourage AFM Bylaw references in CBAs.

OCSM & ROPA conferences – Michael and Bruce will check their schedules.

Solidarity bonds – Len reported that we would have to be a registered broker with the SEC to distribute them. Len will write a letter for an official answer.

Florida Phil. – we will recommend ICSOM continue to keep them in suspended status for another year.

Orchestra-L –Richard will include information in his web committee posting.

Strike fund trustee – we will discuss whether the new Vice-Chair or Brian should serve as trustee.

Conference Agenda – e-mail ideas to Jan and Laura about GB meeting in San Diego.

A delegate questionnaire about the vision for ICSOM could be prepared for town hall distribution. There was a brief mention that the “blog” idea might be used for this question so delegates can see what others say.

Next call: July 26 9PM EDT/8PM CDT/7PM MDT/6PM PDT

**ICSOM Governing Board Call**  
**7/26/05**

*Jan Gippo, Brian Rood, Laura Ross, Richard Levine, Lynn Rosen, Steve Lester, Henry Peyrebrune, Bruce Ridge, Michael Moore, Len Leibowitz*

AFM convention – there was a brief report about the resolutions that passed at the convention and the election results. Jan sent his speech at the AFM Convention for everyone to see.

ICSOM's focus during the conference must be about the apathy and disregard for the union as it's structured right now. We must have good relation with our locals, either by working with them or working to change them.

We will now have 3 rank and file trustees on the pension board.

The Governing Board will invite Tom Lee to lunch and talk to him about the pension fund and other items being discussed at the conference.

ASOL Conference – Jan gave a speech at the conference (he sent it later) that said we have to be truly collaborative and stop the war. Managers and boards don't listen to us, they don't talk to us and they don't really include us as partners. He said he got a lot of excellent comments from managers. He was on a panel about travel/touring/residencies and read from the AFM bylaw, and included comments from Henry Peyrebrune and Brian Rood. Laura Ross relayed information she had heard from Jose Martin, Local 555 President, about a residency scheduled in Puerto Rico during the Casals festival.

Jan spoke about a planned meeting with the President of Local 655 on Sunday at ICSOM that has now been cancelled because the ICSOM Delegate is not available. Jan and Laura Brownell will go down to Florida in the fall but Laura Brownell has some groundwork to do with the local and orchestra members prior to the visit. Brian reported on his discussion with Jay Bertolet and it was agreed this meeting must be held in Florida. Jan talked about some of the ideas he has for this meeting. The Governing Board was pleased that Cleveland has offered to talk to the musicians of the Florida Phil and the invitation has been accepted. Henry said there have not been any further conversations since the invitation had been accepted.

New IEB assignments – all members will be assigned to an IEB member. There will be further discussion about this at the conference.

AFM Convention – Brian said the increase in the number of rank and file pension trustees happened quickly and was not controversial. Bruce, Lynn, Jan and Brian were able to handle testifying before committees since Laura and Michael were busy with their committee (though Laura pointed out that Michael testified against the special payments assessment on orchestras). Brian talked about some of their experiences testifying at this conference. Brian and Laura spoke about many of the legislative changes (and defeats) including recognition of orchestra committees by locals, symphonic touring issues, the new financial package, the referral of radio-to non-commercial (RNC) new use work dues to the IEB, Florence's Secretary-Treasurer Emerita resolution, tri-annual conventions, and support for conductors and soloists for Montreal and St. Louis. Some of the voting procedures – 2 roll call votes, a couple of standing votes, and the re-voting on the resource centers, were also discussed as unusual occurrences at the convention.

Jan mentioned how impressive it was when he asked all the orchestra delegates from ICSOM, OCSM and ROPA to stand and be recognized in his speech (at Laura Ross's suggestion).

Brian spoke about the proposals about the strike fund. He reported that ICSOM's proposal to redefine and broaden the term "lockout" in the strike fund rules and regulations was not adopted. Nevertheless, he believes orchestras will have a better chance in lockout situations in the future even though our proposed amendment didn't pass. The final proposal from ROPA and OCSM about the strike fund passed.

Web committee report – they will be putting out a survey.

## **ICSOM Governing Board Call 9.25.05**

*Jan Gippo, Bruce Ridge, Laura Ross, Michael Moore, Richard Levine, Steve Lester, James Nickel, Meredith Snow, Nancy Stutsman, Len Leibowitz*

**Rapid Response team** – Bruce, Laura, and Jan will draft and Len will proof. Letters can be sent if Len approves it and time is of the essence.

**Hurricane concerts/projects** – any activities regarding assistance to Katrina victims are being compiled for a press release to be posted on Orchestra-L and other locations. These include fundraisers for the Louisiana Phil, as well as concerts to raise funds for the AFM fund, the Red Cross and other support organizations, even successes in fundraising during concerts and “passing the hat”. Information concerning the hiring of LPO musicians should also be included. All MALs will send information of any projects accomplished by ICSOM orchestras to their delegates. We need to build a mailing list for press release distribution.

**Self-Produced Meeting** – Steve Lester reported on the self-produced recording sub-committee meeting with Gary Hanson, Michael Bronson, Bill Thomas and attorney Martin Oppenheimer for the managers and AFM representatives Laura Brownell, Debbie Newmark, Bill Foster, Steve Lester, and attorneys George Cohen and Trish Polach. The committee further explored the AFM proposal and discussed a proposal from the managers. Bill Foster is in the process of reporting to the media committee. While progress is very slow, the AFM sub-committee is pleased by the discussion that took place and more meetings involving the entire Media Committee will take place in the near future.

There was a brief discussion about the status of New Jersey’s settlement.

**Florida Phil visit/New World Symphony** – Jan has been talking to Laura Brownell to encourage her to visit the area and begin working on the relationship between the orchestra and Local. Once this has occurred, ICSOM, along with the AFM, would like to schedule a meeting with the FL Phil musicians and the Local to explore various ideas; however, at this point, response from influential FL Philharmonic musicians has been less than encouraging. Hopefully this will change.

Additionally, we’d like to schedule a meeting with the New World Symphony to discuss the fence agreement as it relates to this situation.

**Website** – Orchestra-L and Delegate-L hosting has been switched to Yahoogroups.com. While it’s taken longer to switch than Bruce had hoped, he believes it’s now heading in a good direction. Len reported that SSD has offered to serve as moderator of Orchestra-L. Delegate-L has no moderator. ICSOM would like to tie moderator and webmaster positions together. Candidates for the position were discussed. Bruce reported that Paul Gunther has expressed an interest in working with Robert Levine on ICSOM archival projects.

**Puerto Rico update** – Len is still waiting to hear back from their attorney. Currently there is no bargaining, and the orchestra is unsure that they have bargaining rights. Len will update the board via e-mail.

**Midwinter scheduling** – The meeting will be held in Dallas and will begin Sunday Jan. 8<sup>th</sup> (in the evening) and all day (beginning at 8:30AM until 6PM) on the 9<sup>th</sup>. Everyone is asked to check flight availability.

**Nominating Committee timeline:** Feb. 1<sup>st</sup> nominating committee in place, March 10<sup>th</sup> incumbents announce their intentions, March 15 1<sup>st</sup> public notice, May 15<sup>th</sup> - 2<sup>nd</sup> public notice, June 15<sup>th</sup> – final slate presented. *Adopted as policy*

**Committee discussion and assignments:**

***Healthcare Database*** – James (chair) has begun compiling information he believes the database should include. Richard Levine is also on the committee. They will report on their progress at the mid-winter meeting.

***Code of Ethics Touring/Residencies*** – Jan Gippo, Bruce Ridge and Laura Ross will serve for ICSOM. Each conference will come up with rough drafts prior to a group meeting with ROPA and OCSM. Board members are encouraged to update our IEB members as we progress.

***Oral History/Videotape*** – Michael (chair) announced the members of the committee – Bob Rydel, Tom Hall, Laura Ross, Julie Ayer, and Robert Levine. Tom Hall has compiled a list of prominent ICSOM people that should be interviewed. The committee will investigate various means of distributing interviews (CDs, DVDs, podcasts, etc.), and are in the process of seeking permission to include previously-recorded interviews in this project.

Jan asked that a list of questions to be assembled for distribution to each delegate to use when interviewing their own orchestra members.

Additionally, Richard will make copies of the 2005 ICSOM Conference DVDs to send to the rest of the board.

***Financial Database*** – Henry will continue to serve but felt an officer needed to be “chair”. Bruce has agreed to serve.

James asked the next call begin with scheduling in case someone has to leave before the call ends. Once everyone is on the phone, it will be first on the agenda.

**Wednesday, October 26**

**9PM EDT/8PM CDT/6PM PDT**

## **ICSOM Governing Board Call 10/26/05**

*Jan Gippo, Bruce Ridge, Laura Ross, Michael Moore, Richard Levine, Steve Lester, James Nickel, Meredith Snow, Nancy Stutsman, Len Leibowitz; Laura Brownell (SSD Director), Tom Lee (AFM President), Sam Folio (AFM Secretary-Treasurer), Linda Patterson (AFM Assistant to the President)*

**Settlement bulletins** – Len expressed some concern about how information is being reported by some orchestras. His specific concern was the intermingling of EMG payments with regular wages. Len will draft some thoughts for a *Senza Sordino* column with Laura.

**MAL/Delegate questionnaire results review** – Steve tallied the results of the questionnaires sent out prior to the conference last summer. Some answers were extensive, many put a lot of thought into their answers, and he'll supply more complete information prior to the mid-winter meeting. It validated the theme of the conference – to provide a clearer message for ICSOM and publicizing classical music. Steve will write an article for *Senza Sordino* that could include recommendations from the board, following mid-winter.

### **Next call November 20 – 9PM EST/8PM CST/6PM PST**

**Negotiating Orchestras conference call** – Bruce and Laura Brownell have been working together to put together calls between orchestras preparing to negotiate. The calls will be scheduled earlier than last year and Bruce is in contact with the delegates who will coordinate with their chairs to set up the calls. Bruce and Laura B. are trying to pair orchestras for the calls. Len recommended one call in February and then schedule another one later. Who is still negotiating: San Francisco, Oregon, Ft. Worth, Rochester, NYC Ballet. Are they being pressured to do anything and do they have interest in one of these calls?

**Healthcare Database progress** – James and Richard are coming up with a survey for delegates. They hope it will be ready in the next few weeks.

### ***Tom Lee & Laura Brownell Joined the Conference Call.***

AFM President Tom Lee requested an opportunity to speak to the Governing Board about a variety of issues, including follow-up reports on issues discussed at the ICSOM Conference in San Diego CA. Before discussion began, Len commended Tom on his speech at Radio City.

**Puerto Rico** – Len still has not been able to speak to anyone beside José Martin. Tom Lee set up a call with the orchestra's attorney who speaks little or no English and an attorney from Bredhoff & Kaiser who is fluent in Spanish (José was also on that call) to find out what had happened. Tom reported that Puerto Rico recently passed legislation that changed the status of the Puerto Rico Symphony to that of a government orchestra that is no longer subject to collective bargaining. He reported on a number of matters that included the inability to place an orchestra management on the AFM Unfair List unless and until there is a primary strike by the members of the orchestra. He also reported that immigration law does not necessarily provide for keeping orchestras out of the US and its territories. On many occasions AFM advisory letters are ignored by the government (which they have the right to do) and have given permission to enter the US and perform. AFM bylaws also do not prevent orchestra managements from sending their orchestra to various parts of the US to perform concerts for either a

day or period of time. President Lee has pledged to assist the musicians in whatever fashion possible under the law.

**Pension Fund Report** – Tom gave an extensive explanation about the status of the AFM-EPF (The Fund) and what occurred at the recent pension trustees meeting. He reminded everyone that two years ago, when the modifications were made, there was one topic unresolved. This concerned an agreement that The Fund would apply to the IRS for a five-year extension of the amortization period and it that was not granted within a year, The Fund would reconsider further modifications in the multiplier if necessary. That period of one year was extended to this past October when the new actuarial valuation was completed. Since one additional item needed further clarification, the decision to consider further modifications (including the multiplier) will not take place until their next meeting on Dec. 1. Jan asked about what changes would be made and whether the multiplier would be reduced or if it could be increased. He also asked if the Trustees were willing to consider recommendations regarding the types of cuts and changes in the assumptions. Tom responded that until the valuation report is complete it is not possible to say, and that changes in the assumptions are going to be discussed in the near future.

Tom also explained that there is pending Senate legislation for the 5-year allowance. Nancy will contact Leslie Shank and Hal Ponder (see Tom's letter on the AFM website.)

Jan asked the availability of information from our rank and file and/or other AFM trustees, and what the policy is regarding confidentiality of information? Tom said the co-chairs (Tom for the AFM) speak for the trustees. Jan asked if we might receive 6-month reports from Tom. He agreed.

There were questions about the appointment of two new trustees to replace Bill Moriarity and Ed Ward, both of whom recently resigned as AFM trustees. Tom said he has solicited recommendations and said ICSOM should submit their recommendation in the next few weeks. The recommendations will consult both the Player Conferences and some Local officers for input as there are two positions, one of which must be a rank-and-file trustee.

**Orchestra-L posting concerning musicians on boards** – Tom expressed concern about recent postings that called for AFM leadership regarding this issue. Tom's recollection was that the AFM has always taken the position that serving on boards could be dangerous and that position has been strongly stated over a number of years at ICSOM conferences by both SSD and Len. SSD has put together some guidelines. Len said he and AFM General Counsel George Cohen have had many discussions about this issue and they also thought the AFM's position was clear. Laura Brownell said she would be happy to forward the SSD recommendations document to the person who posted the comment.

Jan suggested that if there was ever anything posted that Tom or Laura Brownell believed was incorrect or egregious, they should contact Jan, Laura and Bruce. Articles in *Senza Sordino* also address these issues. Jan also mentioned SSD can always post an op-ed piece on Orchestra-L.

**Pamphlet B negotiations and the PR campaign to ban the virtual orchestra** – Tom spoke about the status of Pamphlet B negotiations. Both sides will return to the table in December and he hopes there will be an agreement at that time. It has been a difficult negotiation with very real concern expressed by the negotiating committee that there must be a way to deal with replacement of musicians by machines in this agreement. As an aside, he pointed to the recent agreement by the Kennedy Center to ban the Virtual Orchestra Machine (VOM).

Tom reported that the resolutions adopted by the AFM convention delegates relating to those musicians, conductors and artists supporting the musicians in the St. Louis and Montreal Symphonies are framed and ready for distribution. Laura will send the addresses she has to Sam Folio.

**AFM Public Relations/Communication person** – Jan asked about the PR person ICSOM has requested be hired and how soon that could be expected to take place. Tom expressed his support for PR and said he is having further conversations with Laura Brownell (who recently submitted an initial report for a communication coordinator), and plans to meet, along with Sam Folio, with some firms regarding PR so they can begin the process of looking at applicants in the very near future. There was a brief discussion about whether the position would serve SSD or the entire AFM, to which Tom expressed a need for more information, including a job description and whether tasks could be handled in-house or outsourced.

Richard pointed out that after the last round of negotiations, there is a real need for an SSD PR person, and expressed his hope that it would be completed quickly.

Jan reported that Henry Fogel is still interested in a joint ASOL/AFM PR venture. Laura Brownell reported that the major managers were in NYC to discuss that very issue and the Mellon sub-committee group would be discussing this on their call as well.

Tom reported the AFM Gulf Coast Relief Fund has over \$200,000 with donations and the matching funds authorized by the IEB. His next *International Musician* column will include another appeal. Richard asked how the money is being distributed. Tom explained that the money is being distributed to individual musicians who demonstrate a need for relief funds. IRS requirements necessitate careful consideration and examination of all applicants. He expressed his appreciation to local and orchestra musicians for their contributions.

Tom and Laura Brownell were thanked for their time, information and work.

*Tom, Laura B., Sam, & Linda left the call.*

There was a brief discussion of the status of St. Louis at this time. Laura Brownell and Linda Patterson are planning to meet with the orchestra in mid-November.

**Orchestra-L and website discussion** – Bruce thanked Richard for posting the settlement bulletins. There was a discussion about who will take over as webmaster and Bruce will investigate further. Richard has been doing it this past week.

**Senza Sordino/ICSOM Directory issues** – Richard is still waiting for information from Robert Levine to begin the Directory updates. The window for delegate updates will be three weeks (no proofs). James asked about including the librarian. The orchestra will make that decision to include (or not) if they're not part of the bargaining unit. We will add Personnel Managers (and phone numbers) in the orchestra information.

*Senza* is about to go to print. He's found a mail house. The deadline for the December issues is Nov. 15. He asked for articles/stories from the MALs, and will include an excerpt of Julie Ayer's book. Chris Woehr has an idea for humorous articles that Richard will forward.

James asked if we've ever done anything to acknowledge delegates who step down after 3 years? Bruce liked the idea. Jan wants to make it a policy to acknowledge their work. Jan said he'd be happy to do it.

There was further discussion about the AFM/ASOL publicity partnership.

Jan is going to Mellon again for an orchestra forum meeting. He was urged to report when he's going places and make brief reports when he returns (via e-mail).

Mid-winter:

7pm on the 8<sup>th</sup>

8:30 end by 5pm on 9<sup>th</sup>.

Michael gave a brief treasurer's report.

## **Governing Board Call 11/20/05**

*Bruce Ridge, Laura Ross, Richard Levine, James Nickel, Nancy Stutsman, Steve Lester, Meredith Snow, Len Leibowitz,  
Michael Moore, Jan Gippo*

Jan was late to the call so Bruce began with a progress report on his activities.

- He will travel St. Louis tomorrow (Monday - 11/21/05) to attend an orchestra committee meeting with Tom Lee, Laura Brownell, and Linda Patterson. He will also attend a meeting with Tom Lee, Linda Patterson and Laura Brownell and Local 2-197 President Vicky Smolick and the entire executive board. He'll report back to the board when he returns.
- He reported on the transfer of moderator status for Orchestra-L and Delegate-L – Paul Gunther is learning the ropes. Happily Yahoo has not shown to be problematic and Paul and Bruce are identifying all the subscribers. If someone changes an e-mail addresses, that person should subscribe with the new address and notify Bruce or Paul to remove the old address.
- Bruce reported that we are still looking for a new webmaster. Richard asked that MALs contact their delegates and orchestras for possible candidates. The website needs to be maintained as is and then the committee will be updating the site. Meredith asked for a job description – Richard will supply one to the MALs.
- He reported on the progress of setting up calls for the negotiating orchestras – there are 18 orchestras negotiating. Those who have responded are pleased we are beginning so early.
- ICSOM promotional items (pencils, stickers) – Len said he has a friend in the business and will ask him about ideas.

Other:

- *ICSOM Directory* & December *Senza* updates – November 15 deadline. Seven orchestras have not contacted Richard about updating the Directory and will either delay publication or old information will be included. He plans to open the website next week for corrections. He's having issues with the printer and is considering moving it back to Milwaukee. The first issue has been mailed.
- Puerto Rico – Len reported recent communication with José Martin. The orchestra and the Union are in court over attempts to turn them into a governmental institution, which would take away the legal right of the musicians to bargain with the employer through the Union. He reported that the Philadelphia Orchestra is on the program to perform during the Casals Festival. José asked Len come in December for a few days. Len recommended that ICSOM and the AFM should be there as well. Bruce and Jan will come in as well.
- Status of AFM Pension Trustee recommendation – Jan will submit Brian Rood's name as ICSOM's choice for rank-and-file trustee. Jan will speak with the PCCs about who they are recommending.
- There was a suggestion to study the influence of Mellon on the orchestra industry. Len said he would be happy to speak to Richard Hackman and see if he thinks this is worth investigating, what questions he would ask, how he would go about doing a study. Jan wants to be involved in the call.
- Conference DVDs – We will announce they are available and send them to those orchestras which contact Bob Rydel. It was suggested we put an announcement on Delegate-L.
- Radio City settlement was overwhelmingly approved, orchestra went back to work on Friday pending ratification.

Jan said conference topics will concern musicians on boards.

Mid-winter will be at the Sheraton. James will forward the information.

Richard mentioned that Savannah musicians are trying to re-form and are asking for advice. He will forward the information to Len.

Conference and mid-winter meeting topics should be sent to Laura.

Michael asked that MALs remind delegates that dues are due December 31.

# ICSOM Governing Board Minutes August 16-21, 2005

## San Diego CA

### SUMMARY OF TOPICS DISCUSSED:

#### Tuesday

- Nominating committee
- Resolutions
- [motions regarding endorsement of St. Louis and Florida Phil resolutions]
- Member at Large duties
- *Senza Sordino* and *ICSOM Directory*
- [motion regarding delivery of *Senza Sordino*]
- ICSOM website and archives
- [motion regarding equipment needed by Robert Levine for archiving]
- Discussion with Laura Brownell
  - Puerto Rico
  - Orchestra Statistical Report (OSR)
    - Public relations
    - Mellon invitation
    - New World Symphony
- Bill Foster's media committee report
- ASOL Board membership
- [motion regarding membership in ASOL]
- Future of ICSOM – Vision project

#### Wednesday Lunch

- AFM public relations tie in with ICSOM's vision project

#### Saturday

- MAL luncheon suggestions
- IEB assignments

#### Sunday

- Resolution #1 and Governing Board communication
- Code of Ethics for Touring/Residencies committee
  - ICSOM videotaping project
  - [task force assignment – Michael Moore to chair]
    - Puerto Rico
    - Healthcare Database committee
    - [James Nickel to chair committee]
    - Media Committee
  - [Bruce Ridge to be added to the committee]
- Conference evaluation discussion and suggested topics for 2006 conference

**Governing Board Meeting  
ICSOM Conference  
August 16, 2005**

*Jan Gippo, Brian Rood, Laura Ross, Michael Moore, Richard Levine, Steve Lester, Henry Peyrebrune, Bruce Ridge, Lynn Rosen, Len Leibowitz*

Jan Gippo said he would ask Tom Lee about the lack of communication by Pension Trustees to the rank and file at the Thursday luncheon. Jan distributed 2 books and presented brass paperweights as gifts to the governing board. We will ask Tom Lee who will be sending the framed St. Louis/Montreal resolution (multiple copies) and Florence Nelson's resolution.

Nominating Committee – Jan asked to form a sub-committee [Jan, Brian, Lynn, Henry, Len] to develop the schedule to appoint the committee, deadlines for reports and various requirements that can either be adopted as policy or that might require a bylaw change. Brian reported the committee had a difficult time finding MAL candidates, and initially the committee did not plan to nominate the incumbents. However, based on precedent from last year, they agreed to nominate those people even though they could not nominate a full slate.

The conference agenda and resolutions from the Governing Board and delegates were reviewed.

Motion: Laura/Brian to endorse the St. Louis resolution. Adopted.

A copy of Brad Buckley's letter that will be read at the conference by Chris Woehr was distributed.

There was a discussion about the Florida Philharmonic resolution submitted by Jay Bertolet. The FPO delegate had requested the Governing Board sign onto the resolution. The resolution was considered problematic. Brian said he would contact Jay. Motion: Brian/Henry to endorse this resolution. Failed.

Laura distributed the updated policy book and asked that everyone review it. Jan said he would like conference identified by their year. [Note: this was later discussed and discarded.]

Jan briefly described the AFM convention election results and certain resolutions of concern to ICSOM. The Governing Board must have more communication with our assigned IEB representatives.

There was discussion about MAL duties in regard to contacting orchestras. Delegate-L has been very helpful (and in fact, delegates are more responsive there than to their MALs). Delegate contact must include responsiveness to the MAL. A concern was expressed that ICSOM does a pretty good job taking care of the delegates, but communication with the orchestra and back to ICSOM is not necessarily that good. There was also discussion about delegates who were not responding or attending the conference. The MAL should be the first to get to the delegate and convince them to attend the conference. If that fails the President should call the Orchestra Committee chair to begin educating them on the importance of ICSOM, and finally if needed, we may need to call President's councils to invite selected orchestra representatives for education on ICSOM. We need to educate all our members. Richard pointed out that despite the resolution that insisted on MAL contact, delegates must understand remains a two-way street and that they are not relieved of the responsibility of taking the initiative to contact their MALs if that is needed. We need a better way of communicating information to the rest of our orchestra constituents during the year to keep them involved. ICSOM needs to identify certain orchestras that need on-site visits to talk to those orchestras that are not participating.

[How an orchestra's actions affect other orchestras should be a future conference topic.]

There are immediate and long-term needs to identify a Webmaster. Bruce believes an officer should not have that much control. Henry agreed to consider taking over the position and will notify Jan. Lynn recommended John Tafoya as a possible person to build the website. Robert has agreed to continue monitoring Orchestra-L and maintaining the other sites until a webmaster is selected.

*Senza Sordino* and *ICSOM Directory* –Richard depends upon others to write articles. Production will be moving and he's getting quotes from printers now. Jan wants Chair and President reports in every issue. Distribution has been a delivery disaster.

Motion: Brian/Laura to return delivery of *Senza Sordino* back to the Delegates to be distributed at the work place. Adopted.

One comment was a request for heavier weight paper. Jan wants Richard to write editorials. We need to include positive visions of what is working – Richard pointed out the MALs should be active in soliciting their orchestras.

Robert Levine asked for approval to buy a decent scanner and perhaps some necessary software and equipment, perhaps around \$500. He does not want to be paid to be the Archivist. The job is done in his spare time, which he hopes will be more. The resolutions are part of the minutes and have been a priority. He hopes to finish it with the proper equipment. Brian suggested resolutions be sent to us in groups of years as they become available. Robert also suggested that moving to a different web host could provide more storage for more information.

Robert said adhering to a schedule for *Senza* production is important. He also said we are too reliant of volunteer labor (*Senza* and *The Directory* are the two most prominent images of ICSOM) and believes page layout and production should be done professionally, a printer with a production house. Most printers have expertise and it might be a good idea to set a standard page amount as well. Waiting for content holds up the entire schedule. What doesn't go in *Senza* should go on the web. He also said moving back to boxes was problematic with summer breaks.

Motion: Jan/Laura to allow Robert to purchase software, hardware, etc. as needed (to be retained by ICSOM) and to discontinue payment as archivist at Robert's request. Adopted.

*Laura Brownell and Bill Foster joined the discussion for lunch and a portion of the afternoon session.*

There was a discussion about Puerto Rico, their fight with the government concerning their collective bargaining agreement, a request to prohibit orchestras from entering Puerto Rico for the Casals Festival, and the failure by Emma and Jose to get permission to attend ICSOM. They are asking the AFM, via Sam Folio, to prohibit US orchestras from going to Puerto Rico. Jan said he'd ask Tom to check into this, especially in regard to rumors that the Philadelphia Orchestra and Munich are slated to perform instead of the Puerto Rico Symphony. Laura Brownell recommended waiting to find out more information before determining the next step.

Henry Peyrebrune will remain on the Orchestra Statistical Report (OSR for ASOL data collecting and reporting) committee that is tasked with, hopefully, providing the same financial information to musicians and managers. They are looking for a project consultant to guide the project, and perhaps Ron Bauers can be the AFM's advisor. Laura Brownell also serves on that committee.

ASOL Long Range Planning Committee –The ASOL continues to ask musicians to serve on the ASOL board and because we refused to join the board, we have not had input into those choices. A discussion about joining the ASOL board [Motion: Jan/Brian to join the ASOL board] was moved to executive session and tabled until discussion with Laura Brownell and Bill Foster had been completed.

Laura Brownell explained that Tom Lee is committed to providing public relations, and is in the process of getting funding in place and identifying consultants. Jan explained how the editorial

response team had worked and his ideas to take ICSOM's responses to Orchestra-L and to newspapers (that may or may not be published for wider distribution. Laura Brownell envisions PR offerings as a group of consultants to choose from. Jan expressed a desire for the development and distribution of advocacy information immediately. This PR is for ICSOM, ROPA and OCSM, not just the AFM. Our presence and information needs to be in articles and responses from the beginning, not after the fact. We need to plant the seed with some of these journalists.

Bill Foster spoke about the ongoing self-produced negotiation status and reported the managers have hired Martin Oppenheimer from Proskauer. Bill Thomas from the New York Philharmonic will be assuming a leadership role along with Gary Hanson and Michael Bronson. The AFM has developed an economic model to be presented in a small meeting prior to the large meeting. The AFM had hoped to meet sooner but Trish Polach has told Laura Brownell that a list of authorizing orchestras is finally ready so the small group plans to meet next Tuesday. There was some discussion about who would attend for the AFM. According to both Laura Ross's and Laura Brownell's notes, Tom Lee, Bill Foster, Laura Brownell, George Cohen and Trish Polach were the recommended representatives.

Laura Brownell had a few items to discuss. Mellon has invited the heads of ICSOM, AFM (Laura B. for SSD), ROPA and ASOL to meet and discuss what has been going on. This is scheduled in September. John McCann is the facilitator and the date is set for September 23<sup>rd</sup>. There is no agenda, it will be designed at that time. Brian spoke about Mellon, the history and concerns about concerns about an ongoing relationship with Mellon. The Mellon board is becoming very concerned about how their orchestras are not reflecting the change they expected. Jan said ICSOM would try this but there is always the option of walking away. Laura Brownell will be taking Chris Durham with her to Mellon.

The New World Symphony has asked to perform a joint concert with The Cleveland Orchestra at the PAC in Miami. Trish Polach believes this would be their one allowance in the fence agreement.

Symphonic representation in the IM is of concern and Laura Brownell will continue to advocate for us in the IM now that there is a new editor. She also touched on strategic planning, coalition building, and training that David Lennon was advocating.

Brian asked about a joint AFM/ICSOM presentation with New World and suggested it might be piggybacked on the Florida Phil visit. He also suggested another one be scheduled just before the joint concert a year from now. Laura Ross thanked Laura Brownell for her work.

*Bill Foster and Laura Brownell left the meeting.*

The motion to join the ASOL board was discussed. Consensus was that ICSOM has not effectively communicated what our relationship with ASOL is yet and that the time is not yet right. We need to bring the membership of ICSOM along with us. There have been some good steps, but despite Henry Fogel's best efforts, we have to deal with the entire industry of managers, boards, etc. We need to build a solid relationship and need to continue to work on the positives. It takes very little to cause a rift. ASOL is still perceived as a manager/board organization. We need to get ASOL to partner with us as well on PR for example. We need to consider a time in the future, inform our constituents and work toward that goal. At that time, we will decide. No official vote was taken.

### **The Future of ICSOM**

Steve spent some time considering a "mission statement", but realized it was more about communicating and actually facilitating the statement already memorialized in the Incorporation portion of the ICSOM Bylaws. He pointed to our communication methods that are a more open and accountable way of working, but we can take more steps to improve communication by looking at our responsibilities, and how we fulfill our mission. Henry provided a flow chart about communication within ICSOM but said we don't have feedback from the ASOL, Audiences, the Media, Trustees,

Orchestras, or Music Schools in the same way we do with Orchestra Committees, Delegates, Musicians, Locals, SSD and Attorneys.

Musicians want to be a part of their community, but on a national level we need to give them the tools and ideas to begin implementation locally. We constantly work against doom and gloom predictions and we must be prepared to dispute these comments nationally and locally. Len pointed to Boston and said he didn't believe the orchestra did anything different than any other town, but Boston loves their orchestra. Every community is going to be different. We need to show the tangible returns an orchestra provides (this is something we could do with ASOL.) In a "brainstorming" session, the board identified a number of topics and suggested ideas and solutions.

How are we meeting our mission? We've been successful individually but we have to hold onto those successes. We've stopped striving. We have to do more than keep what we've got. Why is there an orchestra? Because it benefits the community.

Questions/Comments:

- Can the GB of ICSOM continue to function as we are or does it need to change?
- We need to evaluate Governing Board effectiveness (For discussion for Sunday)
- Do we need to change? How? We have to change that "why bother" attitude.
- Increase participation beyond the Governing Board on committees, etc.
- Mentoring is important – the new delegate breakfast is a good start

There needs to be more internal e-mail communication. Absences have been felt. Attention has been elsewhere and communication was not forthcoming – we can and need to be up to speed on subjects. Should we pick fewer things to concentrate on so we can focus in on them especially on Governing Board calls? We should send written information first, our agendas get too big and more can be taken care of online. We need to focus our phone conversations so we can have effective (and briefer) discussions.

Some orchestras have been unattended in the past few years – president's councils have been on media or the top 10 orchestras. We need to reach out to some of those other orchestras.

### **Governing Board Luncheon Meeting Wednesday - August 17, 2005**

*Jan Gippo, Brian Rood, Laura Ross, Michael Moore, Richard Levine, Steve Lester, Bruce Ridge, Lynn Rosen, Len Leibowitz*

James Nickel requested the implementation of a health committee database of benefits.

Regarding implementation of the "vision" project, it was suggested a deadline be set for interviewing a new AFM PR person, and the committee would assist Laura Brownell by listing some of our needs. The person hired would then help craft the message and materials and finally provide the first set of materials on the web and otherwise (talking points, training, etc.) by a certain deadline. Once the message is crafted, we should hold a president's council meeting with orchestra committee chairs, at which time it could be presented. There was one telling comment at the new delegate breakfast that morning when someone said orchestras only think of ICSOM when there's a problem.

## Saturday, August 20, 2005

*Jan Gippo, Bruce Ridge, Laura Ross, Michael Moore, Richard Levine, Steve Lester, James Nickel, Meredith Snow, Nancy Stutsman, Len Leibowitz, Brian Rood, Lynn Rosen*

Laura requested all members send her their touring schedules for this season (Chicago's first tour is Sept. 12-19). She was asked to send the Nashville Symphony orientation document to the board (and Laura Brownell).

There was discussion about how Resolution #1 was withdrawn. It is agreed, for a number of reasons, the titles will remain Chairperson and President.

There was a brief discussion about the medical database committee. Jan expected many delegates should be involved in this project. James will chair the committee and Jan and Bruce are ex-officio members.

There was discussion about the MAL luncheon and some of the information that was shared at each table. Most agreed e-mail was the best way to communicate. It was a great idea and will continue. There were requests for tabulation of survey requests. It was suggested that an additional tag line be added at the bottom of each message that set reporting results as a new protocol for Delegate-L. There was also a recommendation that each set of posted minutes include a brief summary or subject list. MALs will communicate with their delegates initially but may begin to include orchestra committee chairs (especially in those orchestras that are not responsive.) OC chairs are encouraged to sign onto Delegate-L.

There was discussion about increasing communication between the board, to facilitate shorter conference calls, it was recommended that brief reports and information be sent prior to these calls so explanations are not required during the calls.

Depending upon the length of the agenda, we might consider holding the mid-winter meeting over a day and a half. Jan expressed an interest in holding the meeting in Nashville, where the conference will be. Michael will investigate various options.

IEB assignments:

Tom Lee – Jan Gippo

Sam Folio – Bruce Ridge

Harold Bradley – Laura Ross

Bobby Herriot – Michael Moore

David Lennon – Richard Levine

Hal Espinosa – Meredith Snow

Ray Hair – James Nickel

Mark Jones – Steve Lester

Joe Parente – Nancy Stutsman

The following topics were also briefly discussed – posting some of the conference documents, whether Bruce would serve of the Media Committee, possible reassignments on the MAL/delegate list; requests for biographies for the ICSOM website, forming a list of publications for the rapid response committee.

## Sunday, August 21, 2005

*Jan Gippo, Bruce Ridge, Laura Ross, Michael Moore, Richard Levine, Steve Lester, Meredith Snow, Nancy Stutsman, Len Leibowitz, Brian Rood*

There was further discussion about the withdrawal of Resolution #1. Concerns were not about the actual withdrawal but the manner in which it was done. This led to a discussion about everyone's role in the more open governance on the Governing Board where everyone has a voice and a vote. All board members, including the chair, need to know everything that is going on so we can all act in a responsible and informed way. Jan and Laura both expanded on the subject of submitting reports to the board whenever they do something so everyone on the board, not just Jan, is aware of what we're all doing. Richard asked if the board might want to do a blog, which allows for better organization of information but there was no response.

Meredith asked what the motivation was behind resolution #1. She was told it was simply to clarify misunderstandings but there was a history most of the board was unaware of and so, thankfully, it was withdrawn and no further action will be required.

"Code of Ethics" Committee – once a list of recommendations has been agreed upon, each group, ICSOM, ROPA and OCSM, will come back to their constituents for "buy-in" before presenting it to the IEB. There must be communication with the managers during this process and can be accomplished in conjunction with ASOL and Henry, and through meetings with the major managers as in the old days. National's management might be a place to start.

*Brian left the meeting*

The make-up of the committee was discussed to try and include an orchestra that does residencies. Recommendations will be on the September agenda. As ex-officio officers, Jan said he and Bruce should be involved as well.

Videotaping ICSOM and orchestral history – Jan wanted to set up a task force to make recommendations. Michael Moore will chair. Suggested members included Bob Rydel, Laura Ross, Tom Hall, Robert Levine (as archivist), and Len Leibowitz as consultant. Richard suggested we could do more than just ICSOM history, and Laura mentioned the Waldeck Fund's mission and the possibility of combining some projects. Richard suggested we look to public TV to develop programs.

Henry Shaw and Julie Ayer were other recommended consultants.

Puerto Rico –Communication with the orchestra is spotty. We await an update from Len. They may also require a site visit by Len and perhaps someone from the GB. Jan will contact Brent Assink again about allowing musicians to be excused for ICSOM and AFM events. Len said there were a number of orchestras that have this provision in their CBAs.

Regarding resolution #11, there was a question about whether there are any legal issues to deal with setting up the defense fund for Len. There didn't appear to be. Jan and Len will recuse themselves from resolution #11 and a letter will be drafted and sent by Laura. It will be cc'ed to Jan, Len and the Orchestra Committee.

Healthcare Database – James Nickel, chair; Richard Levine (wrap it in with the website development), Jan will be ex-officio, perhaps Brian Rood, Frank Carnovale (Kennedy Center)? They will come up with ideas for the database.

Laura suggested the new members of the GB write a short blurb of introduction for *Senza Sordino*. James could include something about this resolution and ask for volunteers.

Media Committee – Brian is no longer President and John Koen is on sabbatical for 6 months. Milwaukee’s LIOC has made a request to be a part of the media committee as they have an Internet deal now. Debbie Newmark was presented with an agreement (i-tunes using archives) for streaming the day before the conference. The media committee is unaware of what the deal looks like. Bruce should be involved in negotiations and he agreed. Rather than replacing John Koen during his absence, Jan reported that when Cathy Payne was appointed, he gave up his right to vote in case of a tie. Changing members on the committee right now would be wrong. There will be no changes to the committee right now but when we get to Internet Agreement negotiations we will reconsider.

Various orchestras were discussed for site visits by Jan, Bruce and/or MALs and ICSOM Counsel.

In evaluating the conference, there was an initial discussion about the format for the next conference. Jan continues to want to get rid of the reports or shift them around even more. There were suggestions to include breakout sessions and more chances for delegates to talk to each other. We should bring back Peggy Leibowitz. Laura will summarize the surveys and Michael, Bruce and Laura will talk about the ROPA/OCSM experience and make a presentation at a later date. We need to find new ways to present our message.

Ideas mentioned for next year’s conference included: Outreach/Education – presentations from a few different delegates; Workshop and Role playing; Public relations education and role playing; have the Town Meeting earlier in the week; include an evening off for everyone; Some hours dedicated to delegate interests – ideas from the delegates in break out sessions; and a request that we not include a lot of outside people, though the attorneys were very helpful. No one missed the keynote speaker. This will be discussed further during the year and fleshed out at midwinter.

First call: Tuesday Sept. 20 – 8PM EDT/7PM CDT/5PM PDT try for 1.5-2 hours.

**[rescheduled for Sunday September 25 @ 10PM EDT/9PM CDT/7PM PDT]**

**ICSOM Governing Board Call – 2/15/05**  
**10PM EST/9PM CST/8PM MST/7PM PST**

*Jan Gippo, Brian Rood, Laura Ross, Michael Moore, Richard Levine, Steve Lester, Henry Peyrebrune, Lynn Rosen, Bruce Ridge, Len Leibowitz*

Directory is at the printer now. Robert is investigating whether they can be shrink-wrapped. There was a discussion about the additional expense and it was agreed that if expenses exceed \$600, Michael would work with Robert. Richard is waiting for the chairman's report for *Senza Sordino*. There were questions about whether the bulk-mailing permit was a cost savings. Michael hopes to have an answer to report at this summer's conference.

1. Futures Committee report – Jan explained what happened to the resolution that would have given the PCC AFM convention delegates voting status. It was originally approved but later activities required an emergency meeting that caused the PCC representatives to withdraw the resolution. Jan has asked Len to draft a resolution that says when there is an IEB topic that is directly referenced to a PCC, each conference will choose their own representative who will attend these meetings. [This is RMA #21]

2. Touring/Residencies policy (Henry/Steve/Laura) and Cleveland/FLP – There was extensive discussion about an ICSOM Policy in regard to orchestras traveling into other ICSOM jurisdictions, especially to those areas like the Florida Philharmonic's where community support appears to be lacking or in decline. We do not support using other orchestras to fill in the gaps, these communities should have their own orchestra to support the musical community every day, not just periodically. ICSOM believes we should try to organize our orchestras in a way that they call for more local and labor support for a local orchestra. In the case of the Florida Philharmonic, The Cleveland Orchestra is in complete agreement that South Florida should have their own orchestra. While the Florida Philharmonic board acted with indifference when shutting down the orchestra, ICSOM will continue to offer any support we can. Laura and Richard will draft a letter to our ICSOM members requesting advocating for support of local orchestras when traveling. In regard to Florida Philharmonic, Jan will talk to Laura Brownell to see if she can work with Local in regard to union and labor activation, and once we have an SSD PR person they can be of assistance as well. There a question about whether we should ask the ASOL to get involved.

Jan thanked all the musicians who have supported the St. Louis Symphony. They have received about \$75,000 from orchestras and orchestra members and have covered the necessary health expenses since January.

3. College "fence" agreement - Jan spoke with Laura Brownell on January 30<sup>th</sup>, it is on her agenda with Tom (after the media meeting). Jan will meet with Tom briefly at the media meeting. An ICSOM resolution is being considered.

4. EMC report & RNC work dues AFM resolution – Laura forwarded the EMC objectives the committee came up with at their 2/14/05 meeting. There was a brief discussion about the EMC objectives.

5. Travel & touring draft from AFM - Brian e-mailed Laura Brownell for the language and has not heard anything yet.

6. Health insurance - It's dead. There is need for an article in *Senza Sordino* that would explain why it's not feasible at this time.

7. Strike Fund AFM resolution draft - Laura Brownell has the draft language, an actuary is looking at changing benefit levels. There is also discussion about adding more tiers for \$1200 and \$1500 (moving to this level would be optional for orchestras currently in the fund). There is also discussion about more orchestras that don't qualify for the strike fund to be able to join. There is currently \$2.8M in the fund. [We were originally told we didn't need to worry about submitting language by SSD, who is working on this issue with us so the IEB can make a recommendation, but were later told to submit language, which we will do on March 1.]

8. Legislative Committee report (Pension letter & AFM convention) – Laura reported that the e-mails were sent but the AFM said they were in the wrong format. She will talk to Robert at the media meeting. Laura also reported that the RMA has come up with 21 AFM convention proposals and are trying to put together a call.

9. Financial database committee - The committee will confer and come up with 15 orchestras to be included in the initial database, and those orchestras will then be contacted. Are we expecting Ron Bauers to attend the conference this summer? Henry hopes they will have a presentation ready this summer. Michael reported in a conversation with Eric Beers that the wage charts are being held up by the need for audited financial information.

10. Recent orchestra settlements study - Steve and Henry will coordinate this.

11. Management database – We will ask delegates to fill in for the previous five years. Laura will assemble a draft copy.

12. Anticipated ICSOM conference speakers:

a. Len/Chris Durham/Nathan Kahn

b. publicist (names?)

c. new member orientation/recruitment/ the role of ICSOM in your orchestra – Bruce (expand to 1.5 hours)

Bruce is trying to have meetings with his orchestras to show them how ICSOM has a role in their orchestra.

We need to address what is important for our orchestras now and in the future. Lynn asked if more of Len's presentations could be taped.

There was a suggestion to share ICSOM's history, by including former ICSOM chairs in a roundtable discussion, talking about the different issues they had to deal with and how they dealt with them. The whole thing could be videotaped for each orchestra to view. We will consider the idea.

d. labor stoppages - delegates or invitees (@ ICSOM's expense?)

e. local officers

f. database report - Bauers?

g. Hal Ponder/Alice Branfonbrener/keynote speaker? Peggy Leibowitz has a labor historian she knows about. Len will follow up.

Orchestras who still owe dues will receive individual e-mails from Michael. Dues penalties will be assessed beginning on March 1.

**Next call: Saturday March 12 - 3PM EST/2PM CST/1PM MST/12PM PST**

## ICSOM Governing Board Call 3/12/05

*Jan Gippo, Brian Rood, Laura Ross, Michael Moore, Lynn Rosen, Bruce Ridge, Henry Peyrebrune, Len Leibowitz, Richard Levine (Steve Lester – beginning of call only); Laura Brownell [called in during beginning of call]*

There was a brief discussion about symphonic travel/touring language prior to Laura Brownell joining the call. She explained that an SSD recommendation via the IEB would not be put forward at this convention. SSD was considering trying to make outside jurisdictional travel come under the approval of the Federation (like media.) After trying to craft language to address the various issues (work dues, who get the job, is it symphonic) SSD decided to leave it status quo. Richard suggested an intermediate step that orchestras going on tour send SSD the tour schedule or at least notify them that they are on tour. Local officers (whose duty it would be to notify the AFM) are not always aware of the schedule of orchestras. We will continue this discussion.

**Chair:** Jan reported on his speech at the New England Conference. He spoke about the Futures Committee meetings and pointed out that ICSOM had no desire to take over the AFM or skew the voting. He encouraged officers to get to know us and keep an open line of communication.

**President:** Thanked Laura and Len for assuring that AFM Strike fund resolution language was submitted to the AFM. March 23 Dave Angus and Brian as well as others will meet with the actuary to investigate some of the recommended changes. He's pleased with how Laura Brownell has been moving things along. Health insurance – as previously reported, it is dead in the water but the consultant has left Mercer to start his own firm and has contacted Brian. Brian will contact him prior to submitting something for Orchestra-L, *Senza Sordino* and the *International Musician*.

Laura Brownell told Brian that a recommendation for a public relations person is in our court. Candidates were discussed. Who interviews and hires? Brian will communicate our desire for input in the hiring process to Laura B. We will gather more names and discuss them during the next conference call.

Sphinx – Brian has drafted a new 3-year agreement. He also reported that the first scholarship winner has won a job in the Oregon Symphony.

**Secretary:** Waldeck plaque in Detroit at the Labor Monument – cost would be \$5,000 to have a worded plaque. Discussion centered on whether this should be a part of the larger project or separate so as to not interfere with fundraising for the ICSOM/ROPA/OCSM fund. Len said all fundraising should be through a central fund and suggested a call by that committee to discuss all these options. Laura will set it up. Media negotiations are a go but there is still much to discuss. Laura, Jan and Brian will talk with Steve tomorrow in St. Louis.

**Treasurer:** Dues – 4 orchestras still owe this season. They will receive the late fee assessment letter this week. Directory – we will explore the idea of offering ads to cut costs. The total production and mailing cost was \$14,000. The production schedule will now be moved up for fall delivery as previously announced at the conference.

Wage charts – will not include financial information from some orchestras (audits not completed).

Conference questions – do we have enough rooms? We'll continue to discuss this.

**Editor:** Directory – started mailing last week.

### **Other:**

SOI/Eastman partnership – There was a brief discussion about the announcement of \$1.2M donation to set up a program at Eastman.

Musician Survival Guides – Michael reported they are almost gone and we must decide if they need to be reprinted (next call)  
Puerto Rico visit – (next call)

**Next Call:** Sunday April 10 (10PM/9PM/8PM/7PM) – *Lynn may be in Europe*

## Governing Board Minutes April 10, 2005

*Jan Gippo, Brian Rood, Laura Ross, Michael Moore, Richard Levine, Steve Lester, Henry Peyrebrune, Len Leibovitz, (Bruce Ridge not available, Lynn Rosen on tour)*

1. Nominating Committee appointments – names were suggested. Jan will contact musicians in the next few days.
2. MAL/AFM delegate election bylaw language – must be changed to reflect staggered terms. Len will work on a resolution for inclusion in the conference mailing.
3. Musician Survival Guides – Michael reported they are almost gone and we must decide if they need to be reprinted. Michael will do further investigation and e-mail the information.  
Conductor evaluation forms – will be reprinted.
4. Public Relations person – There was significant discussion following Brian's conversation with Laura Brownell. There is a great deal of concern about the position's status (retainer or full-time) in regard to all the projects we believe this person could potentially be involved in - developing a national campaign to further classical music and being available for negotiation and non-negotiation consultation.
5. Waldeck Fund report – Laura reported on the committee's plans that will be announced in a press release and articles in each conference's newsletter as well as the *International Musician*. Motion [Laura/Richard] that, pending Len's checking out Local 677's 501(c)(3) fund [Live Music Awareness], ICSOM will send the first \$500 contribution to the fund for this year. Approved
6. Website and orchestra-1 – Jan will ask Bruce Ridge to serve as interim orchestra-1 moderator and Richard will place an ad in *Senza Sordino* to solicit interested parties going forward. As chair of the website committee, Richard will activate the committee.
7. Drew McManus – Len reported that Drew was interested in speaking to the delegates about the use of websites, lists, blogs, etc. for communication. Henry said his website is becoming a very widely used resource and Drew is viewed as somewhat objective by journalists. Jan will talk to him further.
8. Conference host – San Diego Orchestra Committee chair Becky Campbell suggested that her husband Glen would serve. They will contact Laura in the next two weeks.  
Conference site selection for 2006 – Laura has suggested that choosing conference sites should occur at the conference. She will post a notice on Delegate-L and will ask Bruce to write an article for *Senza Sordino*. We might also consider approaching orchestras to host in the future.
9. Residencies/tours – Richard will take a look at the initial draft of the delegate letter in the next 2 days. There was a brief discussion about the St. Paul Chamber Orchestra residency in Chicago.
10. Richard – *Senza Sordino* deadline is April 29<sup>th</sup> for the next issue.
11. Media report – Laura e-mailed an outline of her report for the 4<sup>th</sup>. A complete report covering the media summit and negotiations will be included in the next *Senza Sordino*.
12. Membership committee – Lynn Rosen was appointed to replace Jay Blumenthal. Laura (chair) and Brian also serve.

13. Review first draft of conference agenda (reminder that officer reports must be completed for final mailing prior to conference) – It appears that there will not be a keynote speaker but instead more panel discussions and negotiations will be the major focus of the conference. The conference should concentrate on orchestras talking about their issues.

14. Henry Fogel has written a letter inviting ICSOM, ROPA and the AFM to an ASOL seminar on May 9<sup>th</sup> in Chicago, to try and get a financial reporting model that everyone can agree to. Jan has asked to bring Henry Peyrebrune additionally, and has accepted the invitation. The board was insistent that Ron Bauers be invited. Some concerns were raised about the process, although it was agreed that there will need to be ongoing evaluation of the process. The board also believes a “pre-meeting” should be scheduled between the musicians and the AFM. Jan will speak to the AFM and find out who will attend as well as to assure Ron Bauers is in attendance.

15. ICSOM has been invited to Mellon, along with ROPA and the AFM. Jan will attend.

\* \* \* \* \*

NEXT CALL:

1. Puerto Rico visit – Len has not heard from them.
2. SOI/Eastman partnership
3. Report from Bruce – ASOL

TIME:

Sunday May 15 – 9PM EDT, 8PM CDT, 7PM MDT, 6PM PDT

*Tuesday May 17 – 9:30PM EDT, 8:30PM CDT, 7:30PM MDT, 6:30PM PDT (back-up)*

## ICSOM Governing Board Call - May 17, 2005

*Jan Gippo, Brian Rood, Laura Ross, Michael Moore, Richard Levine, Steve Lester, Henry Peyrebrune, Bruce Ridge, Lynn Rosen, Len Leibowitz, [Laura Brownell joined during a portion of the call]*

1. Florida Philharmonic/Cleveland Orchestra –There are broader issues, and Brian’s recent posting on orchestra-l addressed concerns for orchestras in the future. Bruce suggested it’s time to raise the tone of the discussion and ask how do we unify to advocate on our own behalf when facing powerful people and not tear ourselves apart at the same time? The community did not support the FPO for who knows what reasons, but what Brian’s posting was about how to fight off regionalization in the future. We all need to be aware of what is going on and we should try to encourage local communities (through letters and speeches) that they should be supporting their own orchestras.

Len pointed out that one of the best ideas we’ve had was to have a PR campaign selling symphony orchestras – where are we on that? (There was further discussion when Laura Brownell joined the call.)

2. ASOL convention (June 16) – Jan has been asked to speak (he’ll refer to the St. Louis situation) and also to serve on a panel on touring. He’s also speaking to the major managers on the 15<sup>th</sup>. Jan asked for ICSOM board comments that he may use at the convention. He’ll send an outline of what he plans to say on the touring topic prior to the convention.

3. Conference Agenda – Jan, Len and Laura will speak on Wednesday to finalize the draft for the mailing.

4. SOI/Eastman – There was discussion about Ann Drinan’s offer to Bruce Ridge to serve as moderator of the music director search area of the new website. He would write articles, encourage people to post their own articles and answer questions for some compensation. Bruce has a call scheduled with Ann Drinan tomorrow.

While the money came from Paul Judy and SOI, there is a belief that Eastman is trying to do this right, involving all sides, and Len believes we should have someone involved to make sure we’re being heard. Others involved are Robert Levine who will be in charge of contract administration and Cindy-Lewis who will be in charge of musician playing problems.

[Laura Brownell joined the call.]

Laura Brownell reported on her impressions of the Mellon forum she recently attended when she made a 10-minute presentation and received good comments. Jan believes she made a good impression and represented the AFM well. There was discussion about a presentation by Gloria DiPasquale, a musician from Philadelphia, who recently joined the ASOL board - a position that was sanctioned by here entire orchestra.

Steve asked what joint projects we were working on with ASOL - orchestra statistical reporting (OSR). ASOL is also interested in working with the AFM to do national PR in support of orchestras. ASOL just hired a new PR person. Laura B. has been building a draft outline job description for a PR person.

There was a brief discussion about Henry Fogel’s role with ASOL. Brian mentioned the major managers refusal to distribute this year’s OSRs and said there are many forces at work in the ASOL. We need to see more action, and we’ll work with them on projects. No one knows who will replace Joe Kluger as chair of the media committee.

[Laura Brownell left the call.]

5. *Senza Sordino* – We do not know why it took nearly a month to receive this issue. If we change back to having delegates hand out the issues, we need to start talking to the delegates now.

MALs should contact delegates to keep in touch. Richard suggested at least a monthly e-mail, if not a call. A resolution was passed last summer that required more regular contact.

6. Conference sites report - Baltimore had questions about the cost of a union hotel, Nashville has also expressed interest for 2006. Minnesota/St. Paul are talking about jointly hosting in 2007. Presentations will be made at the conference and the delegates will choose.

7. Membership committee report – nothing yet to report.

8. Website – information should be sent to Robert and Henry right now.

9. Discussion on keeping in touch – when someone is at a meeting, they will follow up with a brief written report not long after the event to keep everyone up to date between calls.

St. Paul report – Jan reported on his recent visit to speak to the St. Paul Chamber Orchestra board. He spoke briefly about Yeshiva and how it applied to the orchestra's CBA and most especially the personnel committee. He met with musicians afterward, and reports that while the orchestra is doing well, the orchestra is still very divided.

Next call: Wednesday June 22 @ 8PM EDT/7PM CDT/6PM MDT/5PM PDT

**ICSOM Governing Board call**  
**6/22/05**

*Jan Gippo, Brian Rood, Laura Ross, Michael Moore, Richard Levine, Steve Lester, Henry Peyrebrune, Bruce Ridge, Lynn Rosen, Len Leibowitz*

ASOL – Jan spoke about the communication gap between musicians and management at the ASOL (he asked that his comments to be reprinted in *Senza*). He then served as a panelist on the “Residencies” panel but said topics centered more on residencies like the National Symphony when there is “buy in” from organizations in each resident state. He spoke about the AFM touring bylaw and quoted comments from Henry Peyrebrune and Brian.

Media Negotiations – Laura gave a report about what occurred at the June 19-20 meetings with management in Washington DC. The managers still have not presented a list to the AFM concerning which orchestras the managers are authorized to represent. This delayed negotiations but it did allow the musicians to caucus afterward and finish working on an economic proposal. The financial proposal agreed to by all participating, will be given to the managers, assuming they get negotiation authorization, by a sub-committee sometime in July, with a resumption of full negotiations sometime in September.

AFM elections – There was discussion about the possibility of hosting an officer debate at the AFM Convention. Due to time considerations and in an attempt to remain neutral, the ICSOM GB believes it would not be a good idea at this time.

Negotiation information gathering –Henry has info from 3 orchestras. Steve said Chicago is waiting for attorney approval; Henry would like to have at least 5 orchestras. He originally sent requests to 8 with an eye toward looking for similarities in proposals.

Vision Committee – Steve, Henry, Brian, and Bruce will prepare something for conference [mission statement/set of values we would stick to as an advocacy organization]

Communication/Education Committee - Seminar ideas for educational purposes – colleges, attorneys; we should offer our services to assist Nathan with his program. We need to get more people beside the GB involved on committees. No members selected at this point.

*Senza Sordino* – delays & distribution – it’s getting very late. Richard will be moving all production to San Diego or LA. We don’t know who’s getting *Senza* as a few GB members said they still had not received the March issue. The Governing Board will devise a policy about distribution. Lynn asked that MALs canvass their members about whether they’d received the March issue of *Senza Sordino*. Steve suggested Richard post the question on Delegate-L. Richard said Julie Ayers has asked that Richard print an excerpt of her new book in *Senza Sordino*. Michael pointed out our mailing permit prohibits sending third party advertising inserts, but including an article with excerpts in OK. Richard mentioned an idea suggested to him about making the upcoming issue 3 & 4. Richard expressed his plan to produce another issue after the conference.

ICSOM resolutions – Four resolutions were reviewed. Brian and Len will work on initial ideas concerning a “Code of Ethics” for touring and residencies they will then share with Barbara Zmich and Francine Schutzman. We hope ROPA and OCSM will sign onto our resolution as well. Len will work on two new resolutions regarding videotaping past members who were activists in the early years of

their orchestras for inclusion in future Waldeck Fund projects, and to encourage AFM Bylaw references in CBAs.

OCSM & ROPA conferences – Michael and Bruce will check their schedules.

Solidarity bonds – Len reported that we would have to be a registered broker with the SEC to distribute them. Len will write a letter for an official answer.

Florida Phil. – we will recommend ICSOM continue to keep them in suspended status for another year.

Orchestra-L –Richard will include information in his web committee posting.

Strike fund trustee – we will discuss whether the new Vice-Chair or Brian should serve as trustee.

Conference Agenda – e-mail ideas to Jan and Laura about GB meeting in San Diego.

A delegate questionnaire about the vision for ICSOM could be prepared for town hall distribution. There was a brief mention that the “blog” idea might be used for this question so delegates can see what others say.

Next call: July 26 9PM EDT/8PM CDT/7PM MDT/6PM PDT

**ICSOM Governing Board Call**  
**7/26/05**

*Jan Gippo, Brian Rood, Laura Ross, Richard Levine, Lynn Rosen, Steve Lester, Henry Peyrebrune, Bruce Ridge, Michael Moore, Len Leibowitz*

AFM convention – there was a brief report about the resolutions that passed at the convention and the election results. Jan sent his speech at the AFM Convention for everyone to see.

ICSOM's focus during the conference must be about the apathy and disregard for the union as it's structured right now. We must have good relation with our locals, either by working with them or working to change them.

We will now have 3 rank and file trustees on the pension board.

The Governing Board will invite Tom Lee to lunch and talk to him about the pension fund and other items being discussed at the conference.

ASOL Conference – Jan gave a speech at the conference (he sent it later) that said we have to be truly collaborative and stop the war. Managers and boards don't listen to us, they don't talk to us and they don't really include us as partners. He said he got a lot of excellent comments from managers. He was on a panel about travel/touring/residencies and read from the AFM bylaw, and included comments from Henry Peyrebrune and Brian Rood. Laura Ross relayed information she had heard from Jose Martin, Local 555 President, about a residency scheduled in Puerto Rico during the Casals festival.

Jan spoke about a planned meeting with the President of Local 655 on Sunday at ICSOM that has now been cancelled because the ICSOM Delegate is not available. Jan and Laura Brownell will go down to Florida in the fall but Laura Brownell has some groundwork to do with the local and orchestra members prior to the visit. Brian reported on his discussion with Jay Bertolet and it was agreed this meeting must be held in Florida. Jan talked about some of the ideas he has for this meeting. The Governing Board was pleased that Cleveland has offered to talk to the musicians of the Florida Phil and the invitation has been accepted. Henry said there have not been any further conversations since the invitation had been accepted.

New IEB assignments – all members will be assigned to an IEB member. There will be further discussion about this at the conference.

AFM Convention – Brian said the increase in the number of rank and file pension trustees happened quickly and was not controversial. Bruce, Lynn, Jan and Brian were able to handle testifying before committees since Laura and Michael were busy with their committee (though Laura pointed out that Michael testified against the special payments assessment on orchestras). Brian talked about some of their experiences testifying at this conference. Brian and Laura spoke about many of the legislative changes (and defeats) including recognition of orchestra committees by locals, symphonic touring issues, the new financial package, the referral of radio-to non-commercial (RNC) new use work dues to the IEB, Florence's Secretary-Treasurer Emerita resolution, tri-annual conventions, and support for conductors and soloists for Montreal and St. Louis. Some of the voting procedures – 2 roll call votes, a couple of standing votes, and the re-voting on the resource centers, were also discussed as unusual occurrences at the convention.

Jan mentioned how impressive it was when he asked all the orchestra delegates from ICSOM, OCSM and ROPA to stand and be recognized in his speech (at Laura Ross's suggestion).

Brian spoke about the proposals about the strike fund. He reported that ICSOM's proposal to redefine and broaden the term "lockout" in the strike fund rules and regulations was not adopted. Nevertheless, he believes orchestras will have a better chance in lockout situations in the future even though our proposed amendment didn't pass. The final proposal from ROPA and OCSM about the strike fund passed.

Web committee report – they will be putting out a survey.

# ICSOM Governing Board Minutes August 16-21, 2005 San Diego CA

## SUMMARY OF TOPICS DISCUSSED:

### Tuesday

- Nominating committee
- Resolutions
- [motions regarding endorsement of St. Louis and Florida Phil resolutions]
- Member at Large duties
- *Senza Sordino* and *ICSOM Directory*
- [motion regarding delivery of *Senza Sordino*]
- ICSOM website and archives
- [motion regarding equipment needed by Robert Levine for archiving]
- Discussion with Laura Brownell
  - Puerto Rico
  - Orchestra Statistical Report (OSR)
    - Public relations
    - Mellon invitation
    - New World Symphony
- Bill Foster's media committee report
- ASOL Board membership
- [motion regarding membership in ASOL]
- Future of ICSOM – Vision project

### Wednesday Lunch

- AFM public relations tie in with ICSOM's vision project

### Saturday

- MAL luncheon suggestions
- IEB assignments

### Sunday

- Resolution #1 and Governing Board communication
- Code of Ethics for Touring/Residencies committee
  - ICSOM videotaping project
  - [task force assignment – Michael Moore to chair]
    - Puerto Rico
    - Healthcare Database committee
    - [James Nickel to chair committee]
    - Media Committee
  - [Bruce Ridge to be added to the committee]
- Conference evaluation discussion and suggested topics for 2006 conference

**Governing Board Meeting  
ICSOM Conference  
August 16, 2005**

*Jan Gippo, Brian Rood, Laura Ross, Michael Moore, Richard Levine, Steve Lester, Henry Peyrebrune, Bruce Ridge, Lynn Rosen, Len Leibowitz*

Jan Gippo said he would ask Tom Lee about the lack of communication by Pension Trustees to the rank and file at the Thursday luncheon. Jan distributed 2 books and presented brass paperweights as gifts to the governing board. We will ask Tom Lee who will be sending the framed St. Louis/Montreal resolution (multiple copies) and Florence Nelson's resolution.

Nominating Committee – Jan asked to form a sub-committee [Jan, Brian, Lynn, Henry, Len] to develop the schedule to appoint the committee, deadlines for reports and various requirements that can either be adopted as policy or that might require a bylaw change. Brian reported the committee had a difficult time finding MAL candidates, and initially the committee did not plan to nominate the incumbents. However, based on precedent from last year, they agreed to nominate those people even though they could not nominate a full slate.

The conference agenda and resolutions from the Governing Board and delegates were reviewed.

Motion: Laura/Brian to endorse the St. Louis resolution. Adopted.

A copy of Brad Buckley's letter that will be read at the conference by Chris Woehr was distributed.

There was a discussion about the Florida Philharmonic resolution submitted by Jay Bertolet. The FPO delegate had requested the Governing Board sign onto the resolution. The resolution was considered problematic. Brian said he would contact Jay. Motion: Brian/Henry to endorse this resolution. Failed.

Laura distributed the updated policy book and asked that everyone review it. Jan said he would like conference identified by their year. [Note: this was later discussed and discarded.]

Jan briefly described the AFM convention election results and certain resolutions of concern to ICSOM. The Governing Board must have more communication with our assigned IEB representatives.

There was discussion about MAL duties in regard to contacting orchestras. Delegate-L has been very helpful (and in fact, delegates are more responsive there than to their MALs). Delegate contact must include responsiveness to the MAL. A concern was expressed that ICSOM does a pretty good job taking care of the delegates, but communication with the orchestra and back to ICSOM is not necessarily that good. There was also discussion about delegates who were not responding or attending the conference. The MAL should be the first to get to the delegate and convince them to attend the conference. If that fails the President should call the Orchestra Committee chair to begin educating them on the importance of ICSOM, and finally if needed, we may need to call President's councils to invite selected orchestra representatives for education on ICSOM. We need to educate all our members. Richard pointed out that despite the resolution that insisted on MAL contact, delegates must understand remains a two-way street and that they are not relieved of the responsibility of taking the initiative to contact their MALs if that is needed. We need a better way of communicating information to the rest of our orchestra constituents during the year to keep them involved. ICSOM needs to identify certain orchestras that need on-site visits to talk to those orchestras that are not participating.

[How an orchestra's actions affect other orchestras should be a future conference topic.]

There are immediate and long-term needs to identify a Webmaster. Bruce believes an officer should not have that much control. Henry agreed to consider taking over the position and will notify Jan. Lynn recommended John Tafoya as a possible person to build the website. Robert has agreed to continue monitoring Orchestra-L and maintaining the other sites until a webmaster is selected.

*Senza Sordino* and *ICSOM Directory* –Richard depends upon others to write articles. Production will be moving and he's getting quotes from printers now. Jan wants Chair and President reports in every issue. Distribution has been a delivery disaster.

Motion: Brian/Laura to return delivery of *Senza Sordino* back to the Delegates to be distributed at the work place. Adopted.

One comment was a request for heavier weight paper. Jan wants Richard to write editorials. We need to include positive visions of what is working – Richard pointed out the MALs should be active in soliciting their orchestras.

Robert Levine asked for approval to buy a decent scanner and perhaps some necessary software and equipment, perhaps around \$500. He does not want to be paid to be the Archivist. The job is done in his spare time, which he hopes will be more. The resolutions are part of the minutes and have been a priority. He hopes to finish it with the proper equipment. Brian suggested resolutions be sent to us in groups of years as they become available. Robert also suggested that moving to a different web host could provide more storage for more information.

Robert said adhering to a schedule for *Senza* production is important. He also said we are too reliant of volunteer labor (*Senza* and *The Directory* are the two most prominent images of ICSOM) and believes page layout and production should be done professionally, a printer with a production house. Most printers have expertise and it might be a good idea to set a standard page amount as well. Waiting for content holds up the entire schedule. What doesn't go in *Senza* should go on the web. He also said moving back to boxes was problematic with summer breaks.

Motion: Jan/Laura to allow Robert to purchase software, hardware, etc. as needed (to be retained by ICSOM) and to discontinue payment as archivist at Robert's request. Adopted.

*Laura Brownell and Bill Foster joined the discussion for lunch and a portion of the afternoon session.*

There was a discussion about Puerto Rico, their fight with the government concerning their collective bargaining agreement, a request to prohibit orchestras from entering Puerto Rico for the Casals Festival, and the failure by Emma and Jose to get permission to attend ICSOM. They are asking the AFM, via Sam Folio, to prohibit US orchestras from going to Puerto Rico. Jan said he'd ask Tom to check into this, especially in regard to rumors that the Philadelphia Orchestra and Munich are slated to perform instead of the Puerto Rico Symphony. Laura Brownell recommended waiting to find out more information before determining the next step.

Henry Peyrebrune will remain on the Orchestra Statistical Report (OSR for ASOL data collecting and reporting) committee that is tasked with, hopefully, providing the same financial information to musicians and managers. They are looking for a project consultant to guide the project, and perhaps Ron Bauers can be the AFM's advisor. Laura Brownell also serves on that committee.

ASOL Long Range Planning Committee –The ASOL continues to ask musicians to serve on the ASOL board and because we refused to join the board, we have not had input into those choices. A discussion about joining the ASOL board [Motion: Jan/Brian to join the ASOL board] was moved to executive session and tabled until discussion with Laura Brownell and Bill Foster had been completed.

Laura Brownell explained that Tom Lee is committed to providing public relations, and is in the process of getting funding in place and identifying consultants. Jan explained how the editorial

response team had worked and his ideas to take ICSOM's responses to Orchestra-L and to newspapers (that may or may not be published for wider distribution. Laura Brownell envisions PR offerings as a group of consultants to choose from. Jan expressed a desire for the development and distribution of advocacy information immediately. This PR is for ICSOM, ROPA and OCSM, not just the AFM. Our presence and information needs to be in articles and responses from the beginning, not after the fact. We need to plant the seed with some of these journalists.

Bill Foster spoke about the ongoing self-produced negotiation status and reported the managers have hired Martin Oppenheimer from Proskauer. Bill Thomas from the New York Philharmonic will be assuming a leadership role along with Gary Hanson and Michael Bronson. The AFM has developed an economic model to be presented in a small meeting prior to the large meeting. The AFM had hoped to meet sooner but Trish Polach has told Laura Brownell that a list of authorizing orchestras is finally ready so the small group plans to meet next Tuesday. There was some discussion about who would attend for the AFM. According to both Laura Ross's and Laura Brownell's notes, Tom Lee, Bill Foster, Laura Brownell, George Cohen and Trish Polach were the recommended representatives.

Laura Brownell had a few items to discuss. Mellon has invited the heads of ICSOM, AFM (Laura B. for SSD), ROPA and ASOL to meet and discuss what has been going on. This is scheduled in September. John McCann is the facilitator and the date is set for September 23<sup>rd</sup>. There is no agenda, it will be designed at that time. Brian spoke about Mellon, the history and concerns about concerns about an ongoing relationship with Mellon. The Mellon board is becoming very concerned about how their orchestras are not reflecting the change they expected. Jan said ICSOM would try this but there is always the option of walking away. Laura Brownell will be taking Chris Durham with her to Mellon.

The New World Symphony has asked to perform a joint concert with The Cleveland Orchestra at the PAC in Miami. Trish Polach believes this would be their one allowance in the fence agreement.

Symphonic representation in the IM is of concern and Laura Brownell will continue to advocate for us in the IM now that there is a new editor. She also touched on strategic planning, coalition building, and training that David Lennon was advocating.

Brian asked about a joint AFM/ICSOM presentation with New World and suggested it might be piggybacked on the Florida Phil visit. He also suggested another one be scheduled just before the joint concert a year from now. Laura Ross thanked Laura Brownell for her work.

*Bill Foster and Laura Brownell left the meeting.*

The motion to join the ASOL board was discussed. Consensus was that ICSOM has not effectively communicated what our relationship with ASOL is yet and that the time is not yet right. We need to bring the membership of ICSOM along with us. There have been some good steps, but despite Henry Fogel's best efforts, we have to deal with the entire industry of managers, boards, etc. We need to build a solid relationship and need to continue to work on the positives. It takes very little to cause a rift. ASOL is still perceived as a manager/board organization. We need to get ASOL to partner with us as well on PR for example. We need to consider a time in the future, inform our constituents and work toward that goal. At that time, we will decide. No official vote was taken.

### **The Future of ICSOM**

Steve spent some time considering a "mission statement", but realized it was more about communicating and actually facilitating the statement already memorialized in the Incorporation portion of the ICSOM Bylaws. He pointed to our communication methods that are a more open and accountable way of working, but we can take more steps to improve communication by looking at our responsibilities, and how we fulfill our mission. Henry provided a flow chart about communication within ICSOM but said we don't have feedback from the ASOL, Audiences, the Media, Trustees,

Orchestras, or Music Schools in the same way we do with Orchestra Committees, Delegates, Musicians, Locals, SSD and Attorneys.

Musicians want to be a part of their community, but on a national level we need to give them the tools and ideas to begin implementation locally. We constantly work against doom and gloom predictions and we must be prepared to dispute these comments nationally and locally. Len pointed to Boston and said he didn't believe the orchestra did anything different than any other town, but Boston loves their orchestra. Every community is going to be different. We need to show the tangible returns an orchestra provides (this is something we could do with ASOL.) In a "brainstorming" session, the board identified a number of topics and suggested ideas and solutions.

How are we meeting our mission? We've been successful individually but we have to hold onto those successes. We've stopped striving. We have to do more than keep what we've got. Why is there an orchestra? Because it benefits the community.

Questions/Comments:

- Can the GB of ICSOM continue to function as we are or does it need to change?
- We need to evaluate Governing Board effectiveness (For discussion for Sunday)
- Do we need to change? How? We have to change that "why bother" attitude.
- Increase participation beyond the Governing Board on committees, etc.
- Mentoring is important – the new delegate breakfast is a good start

There needs to be more internal e-mail communication. Absences have been felt. Attention has been elsewhere and communication was not forthcoming – we can and need to be up to speed on subjects. Should we pick fewer things to concentrate on so we can focus in on them especially on Governing Board calls? We should send written information first, our agendas get too big and more can be taken care of online. We need to focus our phone conversations so we can have effective (and briefer) discussions.

Some orchestras have been unattended in the past few years – president's councils have been on media or the top 10 orchestras. We need to reach out to some of those other orchestras.

### **Governing Board Luncheon Meeting Wednesday - August 17, 2005**

*Jan Gippo, Brian Rood, Laura Ross, Michael Moore, Richard Levine, Steve Lester, Bruce Ridge, Lynn Rosen, Len Leibowitz*

James Nickel requested the implementation of a health committee database of benefits.

Regarding implementation of the "vision" project, it was suggested a deadline be set for interviewing a new AFM PR person, and the committee would assist Laura Brownell by listing some of our needs. The person hired would then help craft the message and materials and finally provide the first set of materials on the web and otherwise (talking points, training, etc.) by a certain deadline. Once the message is crafted, we should hold a president's council meeting with orchestra committee chairs, at which time it could be presented. There was one telling comment at the new delegate breakfast that morning when someone said orchestras only think of ICSOM when there's a problem.

## Saturday, August 20, 2005

*Jan Gippo, Bruce Ridge, Laura Ross, Michael Moore, Richard Levine, Steve Lester, James Nickel, Meredith Snow, Nancy Stutsman, Len Leibowitz, Brian Rood, Lynn Rosen*

Laura requested all members send her their touring schedules for this season (Chicago's first tour is Sept. 12-19). She was asked to send the Nashville Symphony orientation document to the board (and Laura Brownell).

There was discussion about how Resolution #1 was withdrawn. It is agreed, for a number of reasons, the titles will remain Chairperson and President.

There was a brief discussion about the medical database committee. Jan expected many delegates should be involved in this project. James will chair the committee and Jan and Bruce are ex-officio members.

There was discussion about the MAL luncheon and some of the information that was shared at each table. Most agreed e-mail was the best way to communicate. It was a great idea and will continue. There were requests for tabulation of survey requests. It was suggested that an additional tag line be added at the bottom of each message that set reporting results as a new protocol for Delegate-L. There was also a recommendation that each set of posted minutes include a brief summary or subject list. MALs will communicate with their delegates initially but may begin to include orchestra committee chairs (especially in those orchestras that are not responsive.) OC chairs are encouraged to sign onto Delegate-L.

There was discussion about increasing communication between the board, to facilitate shorter conference calls, it was recommended that brief reports and information be sent prior to these calls so explanations are not required during the calls.

Depending upon the length of the agenda, we might consider holding the mid-winter meeting over a day and a half. Jan expressed an interest in holding the meeting in Nashville, where the conference will be. Michael will investigate various options.

IEB assignments:

Tom Lee – Jan Gippo

Sam Folio – Bruce Ridge

Harold Bradley – Laura Ross

Bobby Herriot – Michael Moore

David Lennon – Richard Levine

Hal Espinosa – Meredith Snow

Ray Hair – James Nickel

Mark Jones – Steve Lester

Joe Parente – Nancy Stutsman

The following topics were also briefly discussed – posting some of the conference documents, whether Bruce would serve of the Media Committee, possible reassignments on the MAL/delegate list; requests for biographies for the ICSOM website, forming a list of publications for the rapid response committee.

## Sunday, August 21, 2005

*Jan Gippo, Bruce Ridge, Laura Ross, Michael Moore, Richard Levine, Steve Lester, Meredith Snow, Nancy Stutsman, Len Leibowitz, Brian Rood*

There was further discussion about the withdrawal of Resolution #1. Concerns were not about the actual withdrawal but the manner in which it was done. This led to a discussion about everyone's role in the more open governance on the Governing Board where everyone has a voice and a vote. All board members, including the chair, need to know everything that is going on so we can all act in a responsible and informed way. Jan and Laura both expanded on the subject of submitting reports to the board whenever they do something so everyone on the board, not just Jan, is aware of what we're all doing. Richard asked if the board might want to do a blog, which allows for better organization of information but there was no response.

Meredith asked what the motivation was behind resolution #1. She was told it was simply to clarify misunderstandings but there was a history most of the board was unaware of and so, thankfully, it was withdrawn and no further action will be required.

"Code of Ethics" Committee – once a list of recommendations has been agreed upon, each group, ICSOM, ROPA and OCSM, will come back to their constituents for "buy-in" before presenting it to the IEB. There must be communication with the managers during this process and can be accomplished in conjunction with ASOL and Henry, and through meetings with the major managers as in the old days. National's management might be a place to start.

*Brian left the meeting*

The make-up of the committee was discussed to try and include an orchestra that does residencies. Recommendations will be on the September agenda. As ex-officio officers, Jan said he and Bruce should be involved as well.

Videotaping ICSOM and orchestral history – Jan wanted to set up a task force to make recommendations. Michael Moore will chair. Suggested members included Bob Rydel, Laura Ross, Tom Hall, Robert Levine (as archivist), and Len Leibowitz as consultant. Richard suggested we could do more than just ICSOM history, and Laura mentioned the Waldeck Fund's mission and the possibility of combining some projects. Richard suggested we look to public TV to develop programs.

Henry Shaw and Julie Ayer were other recommended consultants.

Puerto Rico –Communication with the orchestra is spotty. We await an update from Len. They may also require a site visit by Len and perhaps someone from the GB. Jan will contact Brent Assink again about allowing musicians to be excused for ICSOM and AFM events. Len said there were a number of orchestras that have this provision in their CBAs.

Regarding resolution #11, there was a question about whether there are any legal issues to deal with setting up the defense fund for Len. There didn't appear to be. Jan and Len will recuse themselves from resolution #11 and a letter will be drafted and sent by Laura. It will be cc'ed to Jan, Len and the Orchestra Committee.

Healthcare Database – James Nickel, chair; Richard Levine (wrap it in with the website development), Jan will be ex-officio, perhaps Brian Rood, Frank Carnovale (Kennedy Center)? They will come up with ideas for the database.

Laura suggested the new members of the GB write a short blurb of introduction for *Senza Sordino*. James could include something about this resolution and ask for volunteers.

Media Committee – Brian is no longer President and John Koen is on sabbatical for 6 months. Milwaukee’s LIOC has made a request to be a part of the media committee as they have an Internet deal now. Debbie Newmark was presented with an agreement (i-tunes using archives) for streaming the day before the conference. The media committee is unaware of what the deal looks like. Bruce should be involved in negotiations and he agreed. Rather than replacing John Koen during his absence, Jan reported that when Cathy Payne was appointed, he gave up his right to vote in case of a tie. Changing members on the committee right now would be wrong. There will be no changes to the committee right now but when we get to Internet Agreement negotiations we will reconsider.

Various orchestras were discussed for site visits by Jan, Bruce and/or MALs and ICSOM Counsel.

In evaluating the conference, there was an initial discussion about the format for the next conference. Jan continues to want to get rid of the reports or shift them around even more. There were suggestions to include breakout sessions and more chances for delegates to talk to each other. We should bring back Peggy Leibowitz. Laura will summarize the surveys and Michael, Bruce and Laura will talk about the ROPA/OCSM experience and make a presentation at a later date. We need to find new ways to present our message.

Ideas mentioned for next year’s conference included: Outreach/Education – presentations from a few different delegates; Workshop and Role playing; Public relations education and role playing; have the Town Meeting earlier in the week; include an evening off for everyone; Some hours dedicated to delegate interests – ideas from the delegates in break out sessions; and a request that we not include a lot of outside people, though the attorneys were very helpful. No one missed the keynote speaker. This will be discussed further during the year and fleshed out at midwinter.

First call: Tuesday Sept. 20 – 8PM EDT/7PM CDT/5PM PDT try for 1.5-2 hours.

**[rescheduled for Sunday September 25 @ 10PM EDT/9PM CDT/7PM PDT]**

## **ICSOM Governing Board Call 9.25.05**

*Jan Gippo, Bruce Ridge, Laura Ross, Michael Moore, Richard Levine, Steve Lester, James Nickel, Meredith Snow, Nancy Stutsman, Len Leibowitz*

**Rapid Response team** – Bruce, Laura, and Jan will draft and Len will proof. Letters can be sent if Len approves it and time is of the essence.

**Hurricane concerts/projects** – any activities regarding assistance to Katrina victims are being compiled for a press release to be posted on Orchestra-L and other locations. These include fundraisers for the Louisiana Phil, as well as concerts to raise funds for the AFM fund, the Red Cross and other support organizations, even successes in fundraising during concerts and “passing the hat”. Information concerning the hiring of LPO musicians should also be included. All MALs will send information of any projects accomplished by ICSOM orchestras to their delegates. We need to build a mailing list for press release distribution.

**Self-Produced Meeting** – Steve Lester reported on the self-produced recording sub-committee meeting with Gary Hanson, Michael Bronson, Bill Thomas and attorney Martin Oppenheimer for the managers and AFM representatives Laura Brownell, Debbie Newmark, Bill Foster, Steve Lester, and attorneys George Cohen and Trish Polach. The committee further explored the AFM proposal and discussed a proposal from the managers. Bill Foster is in the process of reporting to the media committee. While progress is very slow, the AFM sub-committee is pleased by the discussion that took place and more meetings involving the entire Media Committee will take place in the near future.

There was a brief discussion about the status of New Jersey’s settlement.

**Florida Phil visit/New World Symphony** – Jan has been talking to Laura Brownell to encourage her to visit the area and begin working on the relationship between the orchestra and Local. Once this has occurred, ICSOM, along with the AFM, would like to schedule a meeting with the FL Phil musicians and the Local to explore various ideas; however, at this point, response from influential FL Philharmonic musicians has been less than encouraging. Hopefully this will change.

Additionally, we’d like to schedule a meeting with the New World Symphony to discuss the fence agreement as it relates to this situation.

**Website** – Orchestra-L and Delegate-L hosting has been switched to Yahoogroups.com. While it’s taken longer to switch than Bruce had hoped, he believes it’s now heading in a good direction. Len reported that SSD has offered to serve as moderator of Orchestra-L. Delegate-L has no moderator. ICSOM would like to tie moderator and webmaster positions together. Candidates for the position were discussed. Bruce reported that Paul Gunther has expressed an interest in working with Robert Levine on ICSOM archival projects.

**Puerto Rico update** – Len is still waiting to hear back from their attorney. Currently there is no bargaining, and the orchestra is unsure that they have bargaining rights. Len will update the board via e-mail.

**Midwinter scheduling** – The meeting will be held in Dallas and will begin Sunday Jan. 8<sup>th</sup> (in the evening) and all day (beginning at 8:30AM until 6PM) on the 9<sup>th</sup>. Everyone is asked to check flight availability.

**Nominating Committee timeline:** Feb. 1<sup>st</sup> nominating committee in place, March 10<sup>th</sup> incumbents announce their intentions, March 15 1<sup>st</sup> public notice, May 15<sup>th</sup> - 2<sup>nd</sup> public notice, June 15<sup>th</sup> – final slate presented. *Adopted as policy*

## **Committee discussion and assignments:**

***Healthcare Database*** – James (chair) has begun compiling information he believes the database should include. Richard Levine is also on the committee. They will report on their progress at the mid-winter meeting.

***Code of Ethics Touring/Residencies*** – Jan Gippo, Bruce Ridge and Laura Ross will serve for ICSOM. Each conference will come up with rough drafts prior to a group meeting with ROPA and OCSM. Board members are encouraged to update our IEB members as we progress.

***Oral History/Videotape*** – Michael (chair) announced the members of the committee – Bob Rydel, Tom Hall, Laura Ross, Julie Ayer, and Robert Levine. Tom Hall has compiled a list of prominent ICSOM people that should be interviewed. The committee will investigate various means of distributing interviews (CDs, DVDs, podcasts, etc.), and are in the process of seeking permission to include previously-recorded interviews in this project.

Jan asked that a list of questions to be assembled for distribution to each delegate to use when interviewing their own orchestra members.

Additionally, Richard will make copies of the 2005 ICSOM Conference DVDs to send to the rest of the board.

***Financial Database*** – Henry will continue to serve but felt an officer needed to be “chair”. Bruce has agreed to serve.

James asked the next call begin with scheduling in case someone has to leave before the call ends. Once everyone is on the phone, it will be first on the agenda.

**Wednesday, October 26**

**9PM EDT/8PM CDT/6PM PDT**

## **ICSOM Governing Board Call 10/26/05**

*Jan Gippo, Bruce Ridge, Laura Ross, Michael Moore, Richard Levine, Steve Lester, James Nickel, Meredith Snow, Nancy Stutsman, Len Leibowitz; Laura Brownell (SSD Director), Tom Lee (AFM President), Sam Folio (AFM Secretary-Treasurer), Linda Patterson (AFM Assistant to the President)*

**Settlement bulletins** – Len expressed some concern about how information is being reported by some orchestras. His specific concern was the intermingling of EMG payments with regular wages. Len will draft some thoughts for a *Senza Sordino* column with Laura.

**MAL/Delegate questionnaire results review** – Steve tallied the results of the questionnaires sent out prior to the conference last summer. Some answers were extensive, many put a lot of thought into their answers, and he'll supply more complete information prior to the mid-winter meeting. It validated the theme of the conference – to provide a clearer message for ICSOM and publicizing classical music. Steve will write an article for *Senza Sordino* that could include recommendations from the board, following mid-winter.

### **Next call November 20 – 9PM EST/8PM CST/6PM PST**

**Negotiating Orchestras conference call** – Bruce and Laura Brownell have been working together to put together calls between orchestras preparing to negotiate. The calls will be scheduled earlier than last year and Bruce is in contact with the delegates who will coordinate with their chairs to set up the calls. Bruce and Laura B. are trying to pair orchestras for the calls. Len recommended one call in February and then schedule another one later. Who is still negotiating: San Francisco, Oregon, Ft. Worth, Rochester, NYC Ballet. Are they being pressured to do anything and do they have interest in one of these calls?

**Healthcare Database progress** – James and Richard are coming up with a survey for delegates. They hope it will be ready in the next few weeks.

### ***Tom Lee & Laura Brownell Joined the Conference Call.***

AFM President Tom Lee requested an opportunity to speak to the Governing Board about a variety of issues, including follow-up reports on issues discussed at the ICSOM Conference in San Diego CA. Before discussion began, Len commended Tom on his speech at Radio City.

**Puerto Rico** – Len still has not been able to speak to anyone beside José Martin. Tom Lee set up a call with the orchestra's attorney who speaks little or no English and an attorney from Bredhoff & Kaiser who is fluent in Spanish (José was also on that call) to find out what had happened. Tom reported that Puerto Rico recently passed legislation that changed the status of the Puerto Rico Symphony to that of a government orchestra that is no longer subject to collective bargaining. He reported on a number of matters that included the inability to place an orchestra management on the AFM Unfair List unless and until there is a primary strike by the members of the orchestra. He also reported that immigration law does not necessarily provide for keeping orchestras out of the US and its territories. On many occasions AFM advisory letters are ignored by the government (which they have the right to do) and have given permission to enter the US and perform. AFM bylaws also do not prevent orchestra managements from sending their orchestra to various parts of the US to perform concerts for either a

day or period of time. President Lee has pledged to assist the musicians in whatever fashion possible under the law.

**Pension Fund Report** – Tom gave an extensive explanation about the status of the AFM-EPF (The Fund) and what occurred at the recent pension trustees meeting. He reminded everyone that two years ago, when the modifications were made, there was one topic unresolved. This concerned an agreement that The Fund would apply to the IRS for a five-year extension of the amortization period and it that was not granted within a year, The Fund would reconsider further modifications in the multiplier if necessary. That period of one year was extended to this past October when the new actuarial valuation was completed. Since one additional item needed further clarification, the decision to consider further modifications (including the multiplier) will not take place until their next meeting on Dec. 1. Jan asked about what changes would be made and whether the multiplier would be reduced or if it could be increased. He also asked if the Trustees were willing to consider recommendations regarding the types of cuts and changes in the assumptions. Tom responded that until the valuation report is complete it is not possible to say, and that changes in the assumptions are going to be discussed in the near future.

Tom also explained that there is pending Senate legislation for the 5-year allowance. Nancy will contact Leslie Shank and Hal Ponder (see Tom's letter on the AFM website.)

Jan asked the availability of information from our rank and file and/or other AFM trustees, and what the policy is regarding confidentiality of information? Tom said the co-chairs (Tom for the AFM) speak for the trustees. Jan asked if we might receive 6-month reports from Tom. He agreed.

There were questions about the appointment of two new trustees to replace Bill Moriarity and Ed Ward, both of whom recently resigned as AFM trustees. Tom said he has solicited recommendations and said ICSOM should submit their recommendation in the next few weeks. The recommendations will consult both the Player Conferences and some Local officers for input as there are two positions, one of which must be a rank-and-file trustee.

**Orchestra-L posting concerning musicians on boards** – Tom expressed concern about recent postings that called for AFM leadership regarding this issue. Tom's recollection was that the AFM has always taken the position that serving on boards could be dangerous and that position has been strongly stated over a number of years at ICSOM conferences by both SSD and Len. SSD has put together some guidelines. Len said he and AFM General Counsel George Cohen have had many discussions about this issue and they also thought the AFM's position was clear. Laura Brownell said she would be happy to forward the SSD recommendations document to the person who posted the comment.

Jan suggested that if there was ever anything posted that Tom or Laura Brownell believed was incorrect or egregious, they should contact Jan, Laura and Bruce. Articles in *Senza Sordino* also address these issues. Jan also mentioned SSD can always post an op-ed piece on Orchestra-L.

**Pamphlet B negotiations and the PR campaign to ban the virtual orchestra** – Tom spoke about the status of Pamphlet B negotiations. Both sides will return to the table in December and he hopes there will be an agreement at that time. It has been a difficult negotiation with very real concern expressed by the negotiating committee that there must be a way to deal with replacement of musicians by machines in this agreement. As an aside, he pointed to the recent agreement by the Kennedy Center to ban the Virtual Orchestra Machine (VOM).

Tom reported that the resolutions adopted by the AFM convention delegates relating to those musicians, conductors and artists supporting the musicians in the St. Louis and Montreal Symphonies are framed and ready for distribution. Laura will send the addresses she has to Sam Folio.

**AFM Public Relations/Communication person** – Jan asked about the PR person ICSOM has requested be hired and how soon that could be expected to take place. Tom expressed his support for PR and said he is having further conversations with Laura Brownell (who recently submitted an initial report for a communication coordinator), and plans to meet, along with Sam Folio, with some firms regarding PR so they can begin the process of looking at applicants in the very near future. There was a brief discussion about whether the position would serve SSD or the entire AFM, to which Tom expressed a need for more information, including a job description and whether tasks could be handled in-house or outsourced.

Richard pointed out that after the last round of negotiations, there is a real need for an SSD PR person, and expressed his hope that it would be completed quickly.

Jan reported that Henry Fogel is still interested in a joint ASOL/AFM PR venture. Laura Brownell reported that the major managers were in NYC to discuss that very issue and the Mellon sub-committee group would be discussing this on their call as well.

Tom reported the AFM Gulf Coast Relief Fund has over \$200,000 with donations and the matching funds authorized by the IEB. His next *International Musician* column will include another appeal. Richard asked how the money is being distributed. Tom explained that the money is being distributed to individual musicians who demonstrate a need for relief funds. IRS requirements necessitate careful consideration and examination of all applicants. He expressed his appreciation to local and orchestra musicians for their contributions.

Tom and Laura Brownell were thanked for their time, information and work.

*Tom, Laura B., Sam, & Linda left the call.*

There was a brief discussion of the status of St. Louis at this time. Laura Brownell and Linda Patterson are planning to meet with the orchestra in mid-November.

**Orchestra-L and website discussion** – Bruce thanked Richard for posting the settlement bulletins. There was a discussion about who will take over as webmaster and Bruce will investigate further. Richard has been doing it this past week.

**Senza Sordino/ICSOM Directory issues** – Richard is still waiting for information from Robert Levine to begin the Directory updates. The window for delegate updates will be three weeks (no proofs). James asked about including the librarian. The orchestra will make that decision to include (or not) if they're not part of the bargaining unit. We will add Personnel Managers (and phone numbers) in the orchestra information.

*Senza* is about to go to print. He's found a mail house. The deadline for the December issues is Nov. 15. He asked for articles/stories from the MALs, and will include an excerpt of Julie Ayer's book. Chris Woehr has an idea for humorous articles that Richard will forward.

James asked if we've ever done anything to acknowledge delegates who step down after 3 years? Bruce liked the idea. Jan wants to make it a policy to acknowledge their work. Jan said he'd be happy to do it.

There was further discussion about the AFM/ASOL publicity partnership.

Jan is going to Mellon again for an orchestra forum meeting. He was urged to report when he's going places and make brief reports when he returns (via e-mail).

Mid-winter:

7pm on the 8<sup>th</sup>

8:30 end by 5pm on 9<sup>th</sup>.

Michael gave a brief treasurer's report.

## **Governing Board Call 11/20/05**

*Bruce Ridge, Laura Ross, Richard Levine, James Nickel, Nancy Stutsman, Steve Lester, Meredith Snow, Len Leibowitz,  
Michael Moore, Jan Gippo*

Jan was late to the call so Bruce began with a progress report on his activities.

- He will travel St. Louis tomorrow (Monday - 11/21/05) to attend an orchestra committee meeting with Tom Lee, Laura Brownell, and Linda Patterson. He will also attend a meeting with Tom Lee, Linda Patterson and Laura Brownell and Local 2-197 President Vicky Smolick and the entire executive board. He'll report back to the board when he returns.
- He reported on the transfer of moderator status for Orchestra-L and Delegate-L – Paul Gunther is learning the ropes. Happily Yahoo has not shown to be problematic and Paul and Bruce are identifying all the subscribers. If someone changes an e-mail addresses, that person should subscribe with the new address and notify Bruce or Paul to remove the old address.
- Bruce reported that we are still looking for a new webmaster. Richard asked that MALs contact their delegates and orchestras for possible candidates. The website needs to be maintained as is and then the committee will be updating the site. Meredith asked for a job description – Richard will supply one to the MALs.
- He reported on the progress of setting up calls for the negotiating orchestras – there are 18 orchestras negotiating. Those who have responded are pleased we are beginning so early.
- ICSOM promotional items (pencils, stickers) – Len said he has a friend in the business and will ask him about ideas.

Other:

- *ICSOM Directory & December Senza* updates – November 15 deadline. Seven orchestras have not contacted Richard about updating the Directory and will either delay publication or old information will be included. He plans to open the website next week for corrections. He's having issues with the printer and is considering moving it back to Milwaukee. The first issue has been mailed.
- Puerto Rico – Len reported recent communication with José Martin. The orchestra and the Union are in court over attempts to turn them into a governmental institution, which would take away the legal right of the musicians to bargain with the employer through the Union. He reported that the Philadelphia Orchestra is on the program to perform during the Casals Festival. José asked Len come in December for a few days. Len recommended that ICSOM and the AFM should be there as well. Bruce and Jan will come in as well.
- Status of AFM Pension Trustee recommendation – Jan will submit Brian Rood's name as ICSOM's choice for rank-and-file trustee. Jan will speak with the PCCs about who they are recommending.
- There was a suggestion to study the influence of Mellon on the orchestra industry. Len said he would be happy to speak to Richard Hackman and see if he thinks this is worth investigating, what questions he would ask, how he would go about doing a study. Jan wants to be involved in the call.
- Conference DVDs – We will announce they are available and send them to those orchestras which contact Bob Rydel. It was suggested we put an announcement on Delegate-L.
- Radio City settlement was overwhelmingly approved, orchestra went back to work on Friday pending ratification.

Jan said conference topics will concern musicians on boards.

Mid-winter will be at the Sheraton. James will forward the information.

Richard mentioned that Savannah musicians are trying to re-form and are asking for advice. He will forward the information to Len.

Conference and mid-winter meeting topics should be sent to Laura.

Michael asked that MALs remind delegates that dues are due December 31.