OFFICIAL MINUTES

August 19-23, 1987
Salt Lake City, Utah

WEDNESDAY AFTERNOON, AUGUST 19, 1987

The Conference was called to order by Chairperson Melanie Burrell.

Special Motion

A motion carried that there be no smoking in the conference room (Motion #1, Nutt/Seconded by acclamation).

Introductions and Welcome

Chairperson Burrell expressed our pleasure at being in Salt Lake City. She introduced William (Bill) Sullivan, President of AFM Local 104, Salt Lake City.

Sullivan welcomed the Conference to Salt Lake City. On behalf of AFM Local 104 he wished us a fruitful visit and offered any help that we might need during our stay.

A round of applause was given for Sullivan.

Burrell then introduced Nancy Boskoff, Executive Director of the Salt Lake City Arts Council. Boskoff welcomed us on behalf of Palmer DePaulis, Mayor of Salt Lake City, and expressed her thanks to Sullivan and to Larry Rice, ICSOM Delegate and Conference Coordinator. She called attention to the beauty of the surrounding area and expressed the community's pride in the Utah Symphony's activities and its new hall. She noted that the NEA and the National Council for the Arts had met this year in Salt Lake City; they were pleasantly surprised at the surroundings and the arts activity in the community. Boskoff offered assistance during our stay if we should need anything.

Boskoff received a round of applause.
Roll Call

Secretary Nancy Griffin called the roll of the 48 ICSOM member orchestras. Delegates were present to represent the following orchestras:

Alabama Symphony
Atlanta Symphony
Baltimore Symphony
Boston Symphony
Buffalo Philharmonic
Chicago Lyric Opera Orchestra
Chicago Symphony
Cincinnati Symphony
Cleveland Orchestra
Dallas Symphony
Denver Symphony
Detroit Symphony
Florida Symphony
Grant Park Symphony
Honolulu Symphony
Houston Symphony
Indianapolis Symphony
Kennedy Center Orchestra
Los Angeles Philharmonic
Louisville Orchestra
Metropolitan Opera Orchestra
Milwaukee Symphony
Minnesota Orchestra
National Symphony

New Orleans Philharmonic

New York City Opera Orchestra

North Carolina Symphony

Oakland Symphony
Oklahoma Symphony
Oregon Symphony
Philadelphia Orchestra

Phoenix Symphony

Rochester Philharmonic
Saint Louis Symphony

Kathleen Tesar
Michael Moore
Charles Underwood
Jay Wadenpfuhl
Lois M. Carson
Marilyn Lauriente
Tom Hall
Rosemary Waller
(attending for Paul Frankenfeld)

Charles (Al) Couch
Melvin Baer
Katherine White
Derek Francis
Carl Rendek
Carol Beck
Mark Schubert
David Kirk
Rosemary Rader
Nancy Stutsman
Donald Muggeridge
Katherine Lurton
Marvin Topolsky
Elizabeth Tuma
James Clute
Larry Bocaner
(attending for Glenn Garlick)

Douglas Cade
Florence Nelson
Rebekah Binford
(attending for Lee Potter)

Scott Anderson
Nancy Nehring
Judith K. Litt
Duane Rosengard
(attending for Irving Segall)

Ernest Richardson
(attending for Wilbur (Skip) Edwards)

David R. Angus
Thomas LeVeck
ICSOM Orchestras not represented at the Conference were:

New Jersey Symphony
New York City Ballet Orchestra
New York Philharmonic
Pittsburgh Symphony (on foreign tour)
Toledo Symphony

Chairperson Burrell told the Conference that the Toledo Symphony has resigned its ICSOM membership, as it felt that its interests were closer to those of ROPA. Burrell indicated her agreement with this decision.

New Jersey Symphony was again unable to afford the cost of sending a delegate. AFM Local 16 receives 85 per cent of its financial support from the New Jersey Symphony, but the orchestra has to pay its own negotiating costs and does not receive support for an ICSOM delegate. AFM President Fuentealba wrote to the President of Local 16 asking them to pay these expenses, but nothing has been forthcoming. We will hope for an improvement in this situation next year.

Introductions

Chairperson Burrell introduced and welcomed AFM officers and guests, including:

Victor Fuentealba, President, AFM

J. Martin Emerson, AFM President-Elect, joined the Conference and was introduced later in the week.

John Glasel, IEB and President Local 802, New York City
Richard Totusek, IEB and President Local 105, Spokane
Robert D'Arcy, IEB-Elect and President Local 161-710, Washington, DC
William Sullivan, President Local 104, Salt Lake City
Dick Renna, President Local 2-197, Saint Louis
Steve Young, President Local 9-535, Boston

Milton Carter, President Local 677, Honolulu, appeared and was introduced later in the afternoon.
Additional official guests and participants who were introduced and welcomed at this time or later in the conference included:

- Lew Waldeck, Presidential Assistant, AFM Symphony Department
- Lynn Johnson, AFM Symphony Department, West Coast
- Ellen McGlone, Supervisor, AFM Symphony Department
- Abe Torchinsky, Administrator, ICSOM Emeritus Program
- John Trembath, Chairman, OCSM
- Nathan Kahn, President, ROPA
- David Schwartz, RMA Executive Board Member
- Henry Shaw, former Editor of Senza Sordino

Burrell noted that Henry Shaw, former Editor of Senza Sordino was with us for ICSOM's 25th anniversary presentation. Bob Maisel, former ICSOM Secretary, had planned also to join us but was unable to be here because of family illness. Maisel had sent a telegram of best wishes.

Also absent for the first time since 1971 was John Palanchian, who served for 10 years as ICSOM Treasurer and is currently Vice-President of Local 802, New York City. A telegram from Palanchian said that although he was unable to attend for the first time since 1971, he would be with us in spirit, and he wished us an enlightening and constructive Conference.

Later in the meeting Burrell introduced ICSOM officers including Lynn Larsen, President; Nancy Griffin, Secretary; and Deborah Torch, Senza Sordino Editor. Treasurer Penny Anderson was absent because of her orchestra's foreign tour. Burrell also introduced Members at Large Florence Nelson, Michael Nutt, and Jay Wadenpfulh. Donald Whyte, also a Member at Large, was absent because of illness. Also introduced were Leonard Leibowitz and Liza Hirsch DuBrul, ICSOM Counsel.

Additional introductions included alternate delegates: Achille Rossi, Indianapolis Symphony; Sally Brink, Louisville Orchestra; Steven D'Amico, San Francisco Opera Orchestra; Randolph Baunton, Seattle Symphony; and Marion Albiston, Utah Symphony.

Observers present from member orchestras included Bryan Kennedy, Detroit Symphony; David Ewart, Florida Symphony; Charles Rader and Catherine Rossi, Indianapolis Symphony; Stuart Gronningen, Oakland Symphony; Darwyn Apple, Saint Louis Symphony; Ken Ishii, San Antonio Symphony; and Marguerite Figeroid, San Francisco Symphony. Utah Symphony members who joined us, and many of whom helped with the Conference during the week included Jamie Allyn, Lisa Allyn, Frank Asper, Theresa Borsodi-Larsen, John Chatelain, Claudia Christiansen, Rebekah Johnson, Don Kramer, Nick Norton, and John Thompson.
Announcements and Welcome by Larry Rice, Conference Coordinator

Larry Rice, Utah Symphony ICSOM Delegate and Conference Coordinator, was introduced and thanked by Burrell for the stupendous job he had done in preparing for this Conference.

Rice spoke briefly, giving delegates information about various matters concerning the hotel, Conference arrangements, and activities that would occur during the week.

Burrell again thanked Rice and expressed appreciation for his superb organization of the Conference.

Additional Announcements

Chairperson Burrell reminded delegates from negotiating orchestras that a brief written report will be needed from each of them.

New delegates (and any others who wished to attend) were asked to remain after the afternoon session for a brief orientation session.

Delegate Manual

Tom Hall gave a brief description of materials which had been duplicated for updates in the Delegate Manual. Delegates were asked to keep and file any old material which is removed. Any suggestions about the manual were to be referred to Hall or to Nancy Griffin, Secretary.

Burrell thanked Hall, noting that he has done an excellent job of organizing the Delegate Manual, which serves as our "Bible". A copy of the Delegate Manual is the property of each ICSOM orchestra; this copy is to be handed down from delegate to delegate.

Burrell introduced Victor Fuentealba, President, AFM.
Victor Fuentealba, President, AFM: Opening Remarks

President Fuentealba said that he felt fortunate that there were a few days remaining in his term as President so that he could speak to us. He wanted to review the AFM Convention and the prognosis for the future; he said that his years of experience with the Federation put him in a good position to give us an overview.

At last year's ICSOM Conference the work dues issue was discussed in great depth; Fuentealba promised at that time to see what could be done. In January he appointed a committee to study the situation; this committee included Melanie Burrell, ICSOM Chairperson, and Chris Durham from ROPA. The committee met for two days, trying to come up with possible solutions, but found that each solution had drawbacks. Eventually some recommendations were made for the IEB to suggest to the AFM Convention.

Problems are not uniform, and vary from area to area. For example, Fuentealba said, caps on work dues (such as the $2,500 in other entertainment unions) would be meaningless in smaller Locals, but could bankrupt Locals such as Local 47 where some members pay $10,000 per year in work dues. Even where work dues are high (as in Milwaukee), the union still has economic problems.

Eventually the IEB submitted to the Convention recommendations made by the work dues study committee; with some changes these recommendations were adopted. One recommendation (adopted) was that the Federation allow a member going into a new orchestra to join that Local and insist that he/she must do so. Previously, new members had no voice because they were transfer members.

A second recommendation, which came about via the work dues committee and the ICSOM Governing Board, was that each Local be required to provide competent representation for negotiations and grievances. If the Local cannot afford such representation, it will be the Federation's responsibility to provide representation. Fuentealba said he wasn't sure how this would work, or how "afford" would be determined.

Not passed at the AFM Convention was an increase in per capita dues of $2.00 per year; this lost on a roll-call vote. A proposal to have the Convention only every three years didn't even come out of committee. A proposal to change compensation for Convention delegates resulted in slight relief for the Federation; delegates will now be paid for five days instead of six days.

Fuentealba noted that over many years he has seen problems of the Federation. Solutions to these problems often seem only
temporary. At various times, various segments have provided support for the union. Theater musicians were an important source of support in the early days; in later years travelers paid a 10 per cent traveling surcharge. After litigation caused the loss of the 10 per cent surcharge, no satisfactory economic solution was found.

The structure of the Federation is at the basis of the problem. Fuentealba said that we are a legitimate union, but the majority of our members can't be represented (because they work in clubs, etc.). In earlier days the AFM was stronger; if you didn't belong to the AFM you didn't work. This is not true today. The whole country is a "right-to-work state". Because of Taft-Hartley, we no longer control the activities of booking agents. This has meant that many members have dropped out of the union and agents are booking non-members. Unless legislation is passed to change this, there is no relief in sight.

There are now serious economic problems for the Federation and for Locals because of the loss of the 10 per cent traveling surcharge and because of the loss of members. Our only income is from initiation fees, dues, and fines. Membership is down to under 200,000 for the first time in years. We are seeing some Locals being forced to merge and other Locals existing on their savings. The union's major income now comes from symphony members throughout the country and from recording musicians in a few cities (New York, Chicago, Nashville, and Los Angeles in the U.S.; Toronto and Montreal in Canada).

Fuentealba expressed concern about the future of the AFM. Some Locals have the attitude that if they close their eyes the problems will go away. Fuentealba had earlier supported relief for travelers; no-one believed that this was necessary and the result has been that 90 per cent of travelers have been lost to us. The real problem for us, Fuentealba said, is that no one believes that there is a problem. He predicted that if there is no relief for the Federation, it will be bankrupt in 5-10 years.

Delegates at this Conference have the ability to control what happens to the future of the Federation. We have the largest block of voters in our Locals, except in recording cities. The next AFM Convention is not until 1989 and it is unlikely to help us; we cannot expect relief from the Federation for the next two years, but we can get relief at our Local level. For example, Fuentealba received a letter two weeks ago from Detroit Symphony musicians asking for a reduction in work dues. The letter, signed by each member of the orchestra, was forwarded by Fuentealba to the Detroit Local president. A plan has been made to reduce work dues over time if members of the Local vote to increase periodic dues by $6.00 per quarter.

Eventually the entire structure of the AFM may have to be examined; serious changes may be needed. The number of Locals may have to decline to 40 or 50 instead of 400. Synthesizers and
recorded music are affecting every Local. Ratification of contracts shows that the number of members earning money is declining. The prognosis is not good, but there will always be an AFM.

Talk of leaving the Federation is a serious mistake. "Shop Locals" would be the lesser of two evils, but would be possible only with AFM Convention approval of such changes. In such a case, some Locals would then cease to exist.

If a problem exists we must address it or it will overcome us. Fuentealba said that he has always advocated change when necessary. There are problems if change comes about too late. He reminded us that the current AFM Symphony Department was created under his administration. It was controversial in the beginning, but has been the most effective in Federation history.

He expressed the hope that what we need will be forthcoming quickly. Fuentealba indicated that he will remain active; he has enjoyed his work with us, the rapport that he has had with us, and the cooperation we have given him. Our goals are the same: to improve working conditions for working members.

In closing, Fuentealba said that he has just returned from a meeting of FIM (Federation Internationale des Musiciens) in Zurich; he is Vice-President of FIM and a member of the Presidium. At the meeting, the Japanese delegation came to him and (speaking through their interpreter) gave him a letter together with a contribution of $5,000 for the musicians of the Oakland and San Diego Symphonies. They recalled that when the Japan Philharmonic had problems 15 years ago, our orchestras were concerned and sent money to the Japan Philharmonic musicians.

Fuentealba presented a check for $2,500 each to the delegates from Oakland and San Diego for their orchestras, as the Conference applauded. The letter (from the Musicians' Union of Japan) which accompanied the money read as follows:

Musicians' Union of Japan
Showa Building 2F
4-8 Udagawa-cho
Shibuya, Tokyo 150

August 2nd, 1987

MESSAGE TO OUR COLLEAGUES

Dear friends of the Oakland and San Diego Symphony Orchestras:

We have learned, from the articles in "International Musicians", that you are facing the great difficulties. Also, you are fighting for the reorganization of the orchestras in both cities.
We had the same experience fifteen years ago, that is, the disbanding of the Japan Philharmonic Symphony Orchestra by a commercial TV and radio company, and we succeeded reorganizing it by the power and sympathy of the audience, citizens, and musicians nation-wide and abroad.

Thus, we feel your difficulties are ours, and believe that the future of your orchestras has large influence on the future of all symphony orchestras in the world.

One of our sections, Symphony Orchestras and Opera Chorus Branch, is running a campaign for the funds for your fights. As a result, about one thousand musicians of orchestras and choruses responded to the appeal.

Although the amount is small, we would like you to accept it as their wishes of solidarity of symphony and opera musicians.

We believe that ICSOM and AFM will be your great support. And we, too, extend our fraternal support to you to the day of your overcoming.

(signed)
Shinji Matsumoto,
Representative of
the Executive Committee
Musicians' Union of Japan

Fuentealba indicated that he was pleased to end his talk on this happy note.

The Conference gave Fuentealba a round of applause.

Chairperson Burrell thanked Fuentealba and wished him health and good luck in the years to come.
Chairperson's Report

Chairperson Burrell reported on the recent AFM Convention in Las Vegas which she and President Lynn Larsen had attended as official guests. A bylaw passed by the Convention relates to orchestras' needs for competent professional representation during negotiations, grievances and arbitrations. She presented a review of the history which led to this outcome.

As reported in the April issue of Senza Sordino, a work dues study committee was appointed by President Fuentealba. This committee included representatives from ICSOM, ROPA, RMA, jobbing musicians, AFM Symphony Department, plus Canadian and American Federation officers.

After two days of meetings, the committee was unable to come to any solution about the reduction of work dues in any form. The committee talked about how a reduction could be formulated, about non-collection of work dues by some Locals (except from collective bargaining units), about the lack of expertise in negotiations by some Local officers, and about the unwillingness or inability of some Locals to provide services to their working members. President Fuentealba repeated that a small number of members are paying an inordinate amount of work dues, that the situation was serious, and that the committee must look at the fiscal structure of the Federation as well as finding a way to solve the problem of services to members.

No solution for relief could be found that was acceptable to the Local union representatives present; they could not consent to a fiscal change that would diminish their work dues revenues.

Concerning representation, the committee recommended to the IEB that the IEB recommend a bylaw change to the AFM Convention stating that Locals have the responsibility to provide competent professional representation for the negotiation and administration of collective bargaining agreements, including grievances and arbitrations. The committee recommended that the IEB should have the authority to implement this policy.

The IEB revised the recommendation to read "In representing members of symphony, ballet, and opera orchestras for purposes of collective bargaining with their employers, Locals shall provide, at the Local's expense, competent representation for negotiation of collective bargaining agreements and handling of arbitration hearings. The Symphony Department in the President's office and the Canadian office of the Federation shall supervise the Locals' responsibilities in this regard and shall render whatever assistance it deems necessary."

The ICSOM Governing Board met in New York City in March, reviewed this bylaw recommendation, and expressed to President Fuentealba concerns about immediacy of need by an orchestra, as well as
the provision that we should not have to pay twice for the representation that a Local has the duty to provide. The Governing Board suggested that when a Local does not provide competent representation, the Federation should see that representation is provided forthwith to the orchestra, and may recover any money expended from the Local, without additional cost to members of the orchestra. President Fuentealba presented this to the IEB; the IEB returned with a version that said that if a Local does not provide competent representation, the International President shall have the authority to provide such representation at the Local's expense. This version was subsequently printed in the April issue of International Musician and was presented to the Federation's Joint Law and Finance Committee.

At the Convention, Chairperson Burrell, President Larsen, ROPA President Nathan Kahn, and OCSM Chairman John Trembath appeared a number of times before the joint Law and Finance Committee, speaking about needs of orchestra musicians and making a case for the bylaw. The joint committee revised the bylaw so that it included a phrase that said the International President shall determine what is "competent" representation, and that if a Local does not or cannot provide competent representation, the International President shall have the authority to provide such representation as expeditiously as possible and under such conditions as may be mutually agreed upon between the Local involved and the International President. The committee recommended to the Convention that the bylaw be passed.

On the floor of the Convention, the bylaw was amended to state that if a Local proves that it cannot afford competent representation, the Federation will provide such representation. The amendment and the bylaw passed by voice vote. Article 21 of the AFM bylaws was thereby amended by the addition of a new Section 14:

"In representing members of symphony, opera or ballet orchestras for purposes of collective bargaining with their employers, Locals shall provide, at the Locals' expense, competent representation in the opinion of the International President, for negotiation of collective bargaining agreements and handling of arbitration hearings. The Symphony Department in the President's office and the Canadian office of the Federation shall supervise the Locals' responsibilities in this regard and shall render whatever assistance it deems necessary.

In the event that a Local does not or cannot provide competent representation, the International President shall have the authority to provide such representation as expeditiously as possible, under such conditions as may be mutually agreed upon between the Local involved and the International President."
Any Local that can prove financial inability to provide needed competent representation shall have such representation provided by the Federation."

Burrell reminded us of the long process before the final form of a bylaw or resolution is reached. In recent years we have been allowed input into the committees that deal with this process; this input is of major importance to us.

Another bylaw change addresses the collection of work dues from all working members; failure to make an effort to do this shall subject the Local to action by the Federation. Article 8 of the AFM bylaws is amended by addition of a new Section 14:

"Each Local shall have the responsibility and obligation to collect work dues from all members performing services within its jurisdiction, not just from one segment of its membership. Failure to make a reasonable effort to collect work dues from all of its members shall subject the Local to action by the Federation."

Article 29, the policy section of the AFM bylaws, adds ROPA to the recommendation that Locals reimburse delegate expenses to annual conferences for ICSOM and OCSM. Article 30, Section 4, deals with official conferences within the AFM, expanding the possibility of conference status to members in other specialized fields such as RMA. Article 21, Section 8 states that if a member moves to a new jurisdiction, such member may apply for membership in the new Local without any waiting period; the member must join within 60 days after beginning employment in the new location.

J. Martin Emerson will take office as International President of the AFM on September 1. He was Secretary-Treasurer of the Federation for many years; before that he was Secretary-Treasurer of Local 161-710 in Washington, D.C.

Burrell said that she had spoken with Mr. Emerson by phone several times since his election, and that he has expressed his intent to support the Federation Symphony Department and to continue support of ICSOM and member orchestras. He will attend a part of this Conference to get to know us and see how we work. We will have an opportunity to meet him and to begin a new relationship within the Federation. Burrell urged us to feel free to talk with President-Elect Emerson. She said that ICSOM will make every effort to work with him as forthrightly and honestly as we have with President Fuentealba.
Burrell next spoke about meetings between the ICSOM Executive Committee and the elected leaders of the Major Orchestra Managers Conference (MOMC). This joint committee, called the Liaison Committee, meets once or twice a season and is free to talk about any subject dealing with the orchestral field; discussion generally does not deal with any individual orchestra. The agenda is set by the co-chairs (the chair from each side).

The Liaison Committee is absolutely essential for the membership of ICSOM. What we cannot accomplish alone can often be accomplished with the cooperation of the major orchestra managers. For example, the Liaison Committee is examining the field of health care cost reduction and possible joint administration of health care plans. A plan and contract are now in place with William Hembree, Director of the Health Research Institute, to proceed with the necessary study.

Medical problems of professional musicians have also been of concern to the Liaison Committee. Our recent study was jointly funded by ICSOM, the Major Managers, and the AFM; initial data from the study appears in the August issue of Senza Sordino. ICSOM alone could not have funded the process of organizing and writing a scientific questionnaire, followed by coding and analysis of the data. (Note: Burrell later added the information that additional funding for the medical survey was provided by the University of Illinois at Champaign-Urbana.)

The study of sound levels is another topic dealt with by the Liaison Committee. ICSOM's in-house survey established that we have great concerns about sound levels on stage and in pits. Two years ago we set up a subcommittee with the major managers to meet with experts in the field to talk about our concerns and to seek a direction for future study. This year we have been able to reactivate that study; both sides are convinced that we must follow through on this investigation.

Taped resumes have been the subject of horror stories; this issue has been addressed by the Liaison Committee. We hear of tapes being used as actual preliminary auditions or to prohibit people from attending auditions. We cannot change individual orchestra audition policies in dealing with this situation. However, together with the major managers we can work within the structure of the Audition Code of Ethics (already approved by ICSOM, MOMC and the AFM). The Liaison Committee is presently re-studying this document. We will duplicate and distribute the Code, together with material on the subject which appeared in Senza Sordino during 1984. Burrell urged delegates to study these items.

For each topic we address, the Liaison Committee has set up working subcommittees which represent joint membership. The process is time-consuming, it requires funding, and it often involves our getting permission to miss orchestra work. However, it is essential for us to continue this endeavor by meeting and
investigating. Burrell said that there would be more detailed reports later in the Conference from the ICSOM subcommittees involved in these areas of concern.

A controversy concerning black musicians appeared in the press in Detroit recently. A State Senator and a State Representative had met with the Detroit Symphony management to indicate that they proposed delaying a portion of State funding because there was only one black musician out of 103 in the Detroit Symphony. The Governor requested that the arts council, civil rights commission, and his office review symphony hiring and report their findings to his office.

Later this summer ICSOM was asked to participate in a meeting on this subject, tentatively scheduled for August 13, at Tanglewood. Participants were to include representatives from ASOL (Cathy French), one or more managers, a conductor, at least one black musician from ICSOM orchestras, and the Music Assistance Fund Orchestral Fellowship program (Daniel Windham). Burrell asked Frederick Zenone to represent ICSOM at this meeting; we will expect a report from Zenone. Windham is also expected to provide a report on behalf of MAFOF. Unfortunately neither Zenone nor Windham is able to be with us at our Conference. The controversy about black musicians in our orchestras is an important one, and the issue is one that we must continue to be concerned with.

The time has come to create a stronger bond among the organizations that represent the major working musicians within the Federation. We will meet with OCSM, ROPA, and RMA to determine what kind of communication we need and how we can best accomplish it initially. Each organization will continue to function separately, but we will try to help each other where we find common goals or needs. We look forward to this alliance and the initiation of a stronger working relationship.

ICSOM continues to have the opportunity for input on the NEA Orchestra Panel and some other NEA panels. Our presence there is not officially as ICSOM, but as representatives of the orchestra field. In the past Irving Segall, Henry Shaw, Frederick Zenone, and Nancy Griffin have served; Burrell is completing her term of service. This is not a "right" that we can expect, but we have been chosen to participate. The panel also includes conductors, managers, board members, critics, and Federation representatives. It is important for us to retain this relationship with the NEA; we will look forward next year to one of our people replacing Burrell.
Various other meetings have involved ICSOM during the past year.

The AFM Media Committee has included the ICSOM Media Committee in negotiations for the audio-visual agreement and the phonograph agreement. The Federation contributes to the cost of our people attending these meetings.

The medical questionnaire involved meetings in Denver with the physicians; one session also involved the co-founders of the study (AFM, Lew Waldeck; MOMC, Don Roth).

The OCSM Conference has just occurred in Thunder Bay. Florence Nelson attended on behalf of ICSOM and will report to us later in the Conference. The ROPA Conference will take place in Grand Rapids after our Conference; Burrell will represent ICSOM at the ROPA meetings.

Subcommittees on sound levels and on audition practices have met in New York. The ICSOM Governing Board and Counsel met in New York during March. Burrell and President Lynn Larsen met with the Metropolitan Opera Orchestra players committee to discuss that orchestra's media concerns; this was a productive meeting with frank discussion. As a result of that meeting, a new and different ICSOM subcommittee was formed consisting of opera and ballet delegates. This group met in New York to study and discuss media issues; two of those delegates were elected to serve on the ICSOM Media Committee.

Negotiating orchestras met this past season in Chicago in two separate groups on different dates. They discussed how to communicate with each other during negotiations and talked about their needs and problems. For these meetings ICSOM asked for two negotiators from each orchestra (ICSOM paid for one and the Federation paid for the other). Each orchestra's lawyer was welcome to attend. (We did not pay lawyer's expenses, but a number of lawyers came to the meetings.) Also present were Lew Waldeck (for the AFM) and Irving Segall and Larry Bocaner (for the President's Council). Because confidentiality is needed within these groups, Burrell said that we would not be reporting specifically what was discussed in these meetings.

The meetings outlined above, Burrell noted, may be the most crucial activity for ICSOM. They provide input from orchestras so that we can work with them and relate to their needs. It is vital that we maintain our activity not just from the top down, but orchestras must also talk to us. She said we must be available to work with orchestras and relate to their needs. We must hear from orchestras, just as we heard from the Met. If we are not responsive, you don't have an ICSOM. It is also crucial that we help orchestras to establish communication among themselves.

Burrell closed by observing that the pleasure and learning process involved make her job most worthwhile.
Minutes of the 1986 Conference

Secretary Nancy Griffin noted an omission in the 1986 minutes: on page 32 under AFM Symphony Department an additional first line should read "The AFM Symphony Department report was presented by Lew Waldeck."

A motion carried to approve the minutes of the 1986 ICSOM Conference as corrected (Motion #2, Hall/Moore).

Later in the meeting another correction was noted in the 1986 minutes: on page 34 the Oakland Symphony report was presented by Scott Anderson and Mark Drury.

Discussion of Chairperson's Report

Delegates expressed interest in a wider dissemination of ICSOM publications as a part of our increased efforts at communication with OCSM, ROPA, and RMA.

Hiring of black musicians was a topic of discussion. Chairperson Burrell indicated that we will know more about the situation once we have reports from Daniel Windham and Frederick Zenone. Detroit delegates said that they would be able to give more complete information later about their situation. Burrell said that Windham is in the process of conducting extensive interviews with black orchestra musicians throughout the country. Experiences in various orchestras were shared by delegates.

Taped resumes were discussed briefly; Burrell said the matter would come up again under committee reports. Delegates asked about the possibility of reviewing the AFM repertoire list. It was also suggested that we contact the personnel managers organization about the taped resume matter. Burrell reminded us that personnel managers get their direction from management.

Selection of individual orchestras' legal counsel was brought up. Burrell said that the work dues study committee talked at length about this issue. In some orchestras it is no problem, while in other orchestras it is definitely a problem. The committee couldn't say how counsel ought to be chosen. ICSOM's insistence is that we need expert negotiating help.

Officers' Reports

Written reports from officers, except for the Chairperson's report, were provided for the Delegate Manual.
Some questions were asked about the Senza Sordino Editor's report. Editor Deborah Torch explained that the temporary loan referred to (from Torch to the Senza Sordino account) was entirely her choice; this procedure saved ICSOM a substantial amount of money on the purchase of a printer. Torch said that she hopes to switch to a desktop publishing approach, which will save time and effort. The San Antonio location for Senza Sordino publication is saving ICSOM $500-$600 per issue.

Tom Hall, former Editor of Senza Sordino, extended his special congratulations to Torch for her work this year.

The Conference gave Torch a round of applause.

Treasurer's Report

President Lynn Larsen explained various entries in the Treasurer's Report on behalf of Treasurer Penny Anderson, who was absent because of her orchestra's foreign tour. Chairperson Burrell explained about the rules for the ICSOM Executive Committee to borrow from the Emergency Relief Fund during times when the organization has cash flow problems; this matter is covered in the ICSOM bylaws. Our current loan of approximately $27,000 from the ERF will have to be repaid.

The medical questionnaire was a one-time expense and involved money from the AFM and major managers as well as from ICSOM. Conference expenses were down this year, but higher costs were incurred for the ICSOM Directory (not published last year), and for the meetings of negotiating orchestras.

Burrell said that, as mentioned last year, we will need a dues increase this year. Our last increase was in 1980. This matter will be discussed when we deal with bylaw changes.

Secretary's Report

Secretary Nancy Griffin thanked everyone for the help she had received in doing the secretary's job. Burrell expressed appreciation to Griffin for her work.

The Conference gave Griffin a round of applause.

A motion carried to accept all officers' reports (Motion #3, Hall/Moore).
ICSOM Emeritus Program

Chairperson Burrell introduced Abe Torchinsky, who administers the program for ICSOM retirees. Torchinsky, retired from the Philadelphia Orchestra and currently at the University of Michigan, suggested the original idea for the ICSOM Emeritus program.

Torchinsky outlined the requirements for ICSOM Emeritus membership: a musician must be at least 60 years of age and must have played in an ICSOM member orchestra (or combination of ICSOM orchestras) for at least 10 years, and no longer be playing in an ICSOM orchestra. There are no costs to ICSOM Emeritus members. Each receives a free subscription to Senza Sordino, listing in a special section of the ICSOM Directory (if he/she wishes), and a copy of the Directory.

Retirees appreciate the chance to stay in touch and are glad to get Senza Sordino. This is a means for them to retain their connection with their profession. There are currently over 275 members of ICSOM Emeritus.

Torchinsky asked that delegates send him the names of newly retired musicians; he will contact them and ask if they would like to be ICSOM Emeritus members.

In case of retiree deaths, delegates should let Torchinsky know. After discussion, it was decided that Torchinsky would write a personal note to survivors and ask whether they would like to continue receiving Senza Sordino.

Torchinsky suggested that we consider inviting local retirees to ICSOM Conferences. He reminded us that they would welcome the contact and are hungry to be connected with their colleagues.

All present gave Torchinsky a round of applause.

Nominating Committee Report

Chairperson Burrell announced that we will be electing four Members at Large at this Conference. A slate presented by the Nominating Committee was sent to delegates in a bulletin just before the Conference. In addition, Treasurer Penny Anderson will be unable to fulfill the remaining year of her two-year term because of health and personal reasons. She sends her best regards to all of us.

Nominations will be held open until Friday, August 21, with elections to be held on Saturday, August 22. Nominations will be accepted from the floor both now and on Friday.
Marguerite Figeroid (San Francisco Symphony) spoke on behalf of the Nominating Committee to place the following names in nomination:

- **Members at Large**
  - James Clute (Minnesota Orchestra)
  - Richard Decker (Syracuse Symphony)
  - Tom Hall (Chicago Symphony)
  - Michael Nutt (Los Angeles Philharmonic)

- **Treasurer**
  - Florence Nelson (New York City Opera Orchestra)

As there were no further nominations at this time, the matter will be taken up again during Friday's session. Written biographies of the above nominees had already been made available. Any additional nominees were also offered the chance to have their biographies typed and duplicated.

Members of this year's Nominating Committee were Irving Segall (Philadelphia Orchestra), Larry Bocaner (National Symphony), and Figeroid.

**Congress of Strings**

Chairperson Burrell said that ICSOM is currently donating two Congress of Strings Scholarships each year. Each of these awards is a memorial, one in the name of Ralph Mendelson and one in the name of George Zazofsky. Mendelson and Zazofsky each served as Chairman of ICSOM.

Lew Waldeck presented a brief report, stating that the Congress of Strings will return to Wayne State University for at least another two years. There were five concerts this year. The program is healthy, exciting, vital, and growing.

He regretted the sad loss of one of this year's students (from Phoenix) in a recent airplane crash.

**Computer Committee**

Tom Hall (Chicago Symphony) called our attention to the printed report from the ICSOM Computer Committee. Other members of the Committee were Richard Decker (Syracuse Symphony) and Paul Ganson (Detroit Symphony). Hall said that this year the committee sent out a questionnaire to orchestras asking about members who use computers and also asking who would be interested in communicating with the others. A list of those who responded has been prepared. Delegates were asked to distribute ICSOM Computer Club cards to additional musicians who have and use computers.
A software program has been developed for use in determining revolving string seating rotation. This program was created by Fred Spector of the Chicago Symphony.

Lew Waldeck said that Wayne King has offered private space on the AFM computer bulletin board to the ICSOM Computer Club.

ICSOM Media Committee Report

President Lynn Larsen presented the Media Committee report. Other members of the committee were Florence Nelson (New York City Opera Orchestra), Michael Nutt (Los Angeles Philharmonic), Donald O'Brien (San Francisco Ballet Orchestra) and Irving Segall (Philadelphia Orchestra).

The Metropolitan Opera Orchestra had expressed legitimate concerns about its involvement on the ICSOM Media Committee. Larsen and Chairperson Burrell decided to ask opera orchestras and ballet orchestras to select representatives to the Media Committee. Representatives from all seven ICSOM opera and ballet orchestras met in New York City in mid-July, just before the Audio-Visual negotiations; they selected Nelson and O'Brien to represent them.

The tentative agreement that came from the negotiations was described in a bulletin to ICSOM orchestras. No ratification of the agreement will occur until subcommittees resolve outstanding issues. Signatories to the current A-V contract will receive balloting instructions. Orchestras who are on the list of signatories are there because their managements have signed the agreement.

Larsen stressed that these negotiations represent a philosophical change: those who are involved in particular media work should be involved in the agreement affecting them, as well as orchestras in the entire field. Input from orchestras will be sought by Larsen for future negotiations. This agreement will last for 3 years; in the interim we will build bridges with the RMA.

Delegates asked questions about first release payments, imprint fees, tuning time, and other issues.

A lengthy discussion followed concerning the filing of information with the Federation about media activity. Lew Waldeck said that this constituency doesn't respond well; managements provide better information. Contracts may be filed with Local unions, but the Local does not always forward the information to the Federation.

There is a problem with our getting credit for the Special Payments Fund; a procedure is needed. AFM President Fuentealba noted that there should be pension payments on all media activity; our managements take care of the payroll for our
recordings. Waldeck said that in order to be sure these payments are made, delegates should report media work directly to the Symphony Department.

Various possibilities for communicating about media work were discussed. Fuentealba said that records are kept by the Pension Fund, but there is no distinction between symphonic and other recordings. Either our orchestra's management or the record company sends in the payment to the pension fund. Although technically they should be notified, the Local may only hear about it if there is a problem. The role of the steward was addressed, and it was noted that our various EMG arrangements add to the confusion.

Waldeck outlined the information which is needed on media reports; cards were provided in the past by the Symphony Department for this purpose. He said that we need to report the number and length of session, the company for whom the work is done, the amount of basic pay, the date, and the repertoire. We should send in a different card for each project. If we work on a weekly basis, we should send in one card for the season (e.g. for 40 weeks). If we are not paid, we should still let Waldeck know. He said he would send a supply of media cards to each delegate. We should not back-date cards; our reporting should start from now on.

Some delegates objected to the idea of adding to the work that we do for the union. Others agreed, but felt that by doing our own reporting we could at least keep track of the information.

A motion carried that the Conference direct each ICSOM delegate to take on the responsibility of sending a media card to the Federation whenever his/her orchestra does a media event (Motion #4, Nelson/O'Brien).
THURSDAY MORNING, AUGUST 20, 1987

The Conference was called to order by Chairperson Melanie Burrell. Secretary Nancy Griffin called the roll of member orchestras, and announcements were made.

Counsel's Report

Liza DuBrul called our attention to Counsel's written report. She reminded us that Counsel needs multiple copies of our contracts.

Arbitration information is also needed. Only one arbitration was reported to Counsel by a member orchestra this past year, although Counsel received questions about many others. Issues involved in arbitrations are often unique in our orchestras; Counsel needs the information from us in order to give the best advice.

Burrell urged us to read the Delegate Manual for answers to questions that we may have; often the information we seek is in the Manual. She referred to topics such as ERF and Strike Fund, as well as Counsel's report.

AFM Symphony Department Report

Lew Waldeck reported that AFM Wage Charts are now computerized so that information can be reported on disk for those who wish to do so. Wayne King is in charge of this new process. The chart could be printed sooner, but some people want to wait for more orchestras to settle. Waldeck said he would like guidance about what we would prefer.

Auditions involve new problems now that airlines are offering discounted non-refundable tickets. Waldeck urged us to be clear about when auditions will happen and to try to have callbacks immediately. A lot of money for a lot of people is involved. We should speak to our personnel managers, managements, and committees about this.

Taped resumes are not being used as we intended. Waldeck has spoken to the personnel managers about the matter; they insist on referring to "taped auditions". The Federation does not endorse the use of tapes as preliminary auditions.

A third Congress of Strings scholarship from ICSOM would be welcome. Waldeck asked us to consider making this scholarship an "affirmative action" scholarship.
AFM bylaws now refer to the providing of competent legal representation for orchestras by their locals. Waldeck urged us to make our arrangements for legal counsel early; we should not wait until negotiating time to let the Symphony Department know if we have problems.

Locals and their officers seem to be giving their orchestras more support in some cases. Examples of this include Steve Young, President of Local 9-535 in Boston, and Milton Carter, President of Local 677 in Honolulu.

The Coors boycott has been lifted. Waldeck said that a settlement has finally been reached after 10 years.

Ratification of the Audio-Visual contract will involve all whose managements are signatory to the agreement. Waldeck suggested that we check the list to be sure our orchestra is included (if it should be). We may need also to check with the Symphony Department and with our managements. Each orchestra involved will send in the number of its votes and these numbers will be combined to determine the outcome.

Certain items in our master agreements may not be the same as in the Recording Agreement. For example, one orchestra's contract specifies that flute and piccolo are not a double; that orchestra's management did not want to pay doubling on recording work. Waldeck said that we fight to maintain these clauses in the national agreements; we should let him know if we have problems. It is important in this case for us to check with our second wind players.

Archival taping information is in our delegate material. Burrell asked Waldeck to talk about this issue. Waldeck responded that the AFM dislikes archival tapes, but has to deal with the subject. Archival tapes are defined as tapes of performances, kept by the institution, not taken from the premises, and otherwise not used (except for NEA grant applications). If we make such tapes and keep them, it is all right, but if they are used in any other way the AFM will be very upset.

Under certain conditions such tapes may be used as fund-raising premiums, but we must be extremely careful about this use. Pieces of archival tapes have appeared in jingles, composers' tapes, demos, etc. If we want to use our tapes for fund-raisers, the orchestra must ask the Federation and the ICSOM Media Committee, and the orchestra itself must agree to do it. Waldeck urged us not to give away our media product. If we have problems about this we should call the Symphony Department. We were again urged to check the guidelines which have been established. He added that it is OK for orchestras to do a couple of tapes a year for fund-raising radio broadcasts.
OLIS (Orchestra Library Information Service) tapes are tapes of new music made for reference purposes. These tapes are kept in the OLIS office where people can come and listen to them. OLIS is a project of ASOL. Each orchestra chooses whether or not to do the OLIS work.

A discussion followed Waldeck's Symphony Department report. Delegates discussed the AFM Wage Chart, including the use of computer disks in reporting information and the timing of these reports. Waldeck said that current information is available on the AFM computer bulletin board within a few days of receipt. A show of hands indicated that most delegates preferred a December-January deadline rather than earlier. Delegates continued to discuss the pros and cons of early and late deadlines. An early cutoff date would eliminate orchestras who have not yet settled, but the later one could be too late for the chart to be useful to us. Waldeck asked for ICSOM to set up a structure so he would have direction in this matter.

Waldeck reminded us that the Wage Chart item which refers to percentage of budget paid to musicians includes salary, fringes, and social security, but should not include money paid to conductors or soloists. In cases where our management is reluctant to give us information, we can indicate that the item is "estimated because management refuses to cooperate".

There is not yet a toll-free number for the AFM computer bulletin board, as there are not enough users.

Tom Hall asked that the Symphony Department mail each ICSOM Delegate and Governing Board member a copy of the new AFM bylaws. AFM President Fuentealba said that the bylaws should be printed about September 15 and available by the end of September.
Chairperson Burrell introduced Martin Fishbein, Ph.D., and Susan Middlestadt, Ph.D., from the University of Illinois at Champaign-Urbana. Burrell told us that Fishbein and Middlestadt have done the basic organization on our medical survey and have coded and analyzed the initial data. The August 1987 issue of Senza Sordino (Volume XXV, No. 6) is devoted entirely to the initial results of the survey. The study was funded jointly by ICSOM, the Major Orchestra Managers Conference, and the AFM. (Additional funding was also provided by the University of Illinois at Champaign-Urbana, as noted in the Chairperson's report.)

Middlestadt thanked Burrell and explained to us that this is a new area of work for her and Fishbein. The August Senza Sordino is the first published work on the study. Deborah Torch, Senza Sordino Editor, was thanked for her work in producing the overview of the study. Fishbein planned to talk to us about demographics and prevalence; Middlestadt would speak later about symptoms, diagnoses, and treatment.

Slides were shown relating to the original questionnaire. The first page included questions about problems, symptoms, treatments, and diagnoses. The second page dealt with those problems identified by the respondent as especially severe (up to four problems). The third page asked about age, gender, instrument groups, etc. and about health habits including exercise, smoking, alcohol, and drug use. The 48 ICSOM orchestras include approximately 4,000 musicians; about 2,200 musicians, representing 47 of our orchestras, responded to the questionnaire.

Descriptive data about the composition of ICSOM is included in the Senza Sordino report. Our population was classified into four types of orchestras, determined by size and budget, number of players, and length of season. The study lists "small" orchestras (none with 52 weeks), "medium" orchestras, "large" orchestras (all with 52 weeks), and "special" orchestras (pit orchestras, Grant Park, and Saint Paul Chamber Orchestra).

Information obtained shows that overall our orchestras are 67 per cent male and 33 percent female, although this varies with the type of orchestra. The average age is slightly higher in the large orchestras. Our concerns include perceived stress and many different medical problems. Medical problems affect 82 per cent of us, with 76 per cent of us experiencing severe medical problems which affect our performance. String players are more likely to have medical problems (84 per cent had at least one problem and 78 per cent had at least one severe problem). Since there are higher percentages of women in the string sections, we must ask whether problems are related to gender. Prevalence of problems (percentage of people who have a problem at a given moment) is not necessarily related to incidence (percentage who will have a chance to develop a problem). It is possible that
older musicians or those with severe problems may have dropped out of our orchestras and are not counted in this study.

Charts were shown which outlined locations of musculo-skeletal problems (for example: fingers, hands, wrist); breakdown of problems was shown by gender, instrument group, etc. It was suggested that maybe size of (string) instrument is a factor; violins had a similar percentage of problems for both sexes, violas involved more problems for women, and cellos even more. Data on bass players was available only for men. A breakdown of severe musculo-skeletal problems (for all instrument groups) by location and average age indicated that problems with right fingers occurred when musicians were older and that such problems began later. Left wrist problems occurred earlier and with younger musicians, indicating that the left wrist may be a more serious problem location. Left wrist problems had caused 46 percent of those with the problem to have to stop playing for one month or more. Symptoms were described; 64 percent of those with musculo-skeletal problems in the fingers, hands, and wrist experienced pain. Of the non-musculo-skeletal problems, eye strain and stage fright were prevalent; stage fright was the most commonly reported medical problem. Use of beta blockers for anxiety could be an area that needs further research. Various diagnoses and treatments were also outlined.

This study is just a start. With such a high percentage of musicians reporting problems, the study contains a message to the medical profession that investigation must go further. Recent growth in the field of music medicine is phenomenal; we are seeing increasing numbers of talks and clinics on the subject. ICSOM's influence has been extremely important in bringing this study about and in calling attention to the very real need for further work and dissemination of information.

The Conference applauded Fishbein and Middlestadt. They later expressed their appreciation of our interest and our questions, and said they were glad to be with us.
THURSDAY AFTERNOON, AUGUST 20, 1987

The Conference was called to order by Chairperson Melanie Burrell. The roll of ICSOM member orchestras was called by Secretary Nancy Griffin.

Announcements were made. Senza Sordino Editor Deborah Torch said that each delegate should be receiving 5-6 copies of Symphony magazine; we should let Torch know if we are not getting our copies. Burrell reminded us that these copies are to be shared with our colleagues.

Guest Speaker: Herman Benson, Executive Director, Association for Union Democracy

Burrell introduced Herman Benson, Executive Director of the Association for Union Democracy. Benson explained that this is a civil liberties organization which focuses on the rights of union members within their unions. It is non-partisan and non-political, and focuses on such issues as free speech, free press, honest elections, and due process in trials. The AUD supports the rights of all, regardless of their political views, against any transgressor.

Benson said he was glad when ICSOM was formed in the 1960's. ICSOM, coming from the nation's top musicians, helped the advocacy of unionism at a time when it was badly needed. In the 1960's the prevailing sentiment was that it was unsavory and improper for professionals to join unions. In fact, during the 1958 New York teachers' strike, teachers' unionism was considered shocking and vulgar. It was doubly unseemly for professionals to join unions and especially unseemly for artists to be unionized. Artists were supposed to be above such things as rent, food, and clothing. Benson noted that while artists were expected to live on "air", musicians were expected to live on "divine sound".

Symphony and opera musicians are especially vulnerable because we have to work outside the boundaries of the free enterprise system. If society wants fine music, it must provide a subsidy; therefore, we have to depend upon patrons of the arts. All patrons of the arts and supporters of "noble" causes are victims of a similar malady: they give money, which represents a sacrifice of some of their savings, and in return they expect us to work for modest or sub-modest salaries.

"Culture" resembles civil rights; when an institution becomes "noble" the people involved need special protection. Benson cited a case of negotiations for a civil rights agency employees' group that was accused of being petty to ask for money, since its cause was considered a noble one.
ICSOM was important 25 years ago; its formation was a big event for Benson. As a unique kind of labor organization, ICSOM demonstrated to the public that even talented musicians need union strength, and it was proof of what unionists can accomplish when they get together.

Benson noted that we were and are an independent organization of orchestra musicians who have come together to promote our interests as musicians. We wanted voice, vote, and ratification, but the union was not fulfilling its responsibility to us. ICSOM was a rebel organization, an independent movement outside of the union power structure. We set out to do the things that the union should have been doing. ICSOM won its battle within the AFM without a major confrontation.

We are so close to these events that we cannot see how important they were. Because the AFM is what it is, there was no destructive warfare such as has happened in other areas of the labor movement. ICSOM was finally welcomed into the fold as a Conference of the AFM. There are still disputes and conflicts; these are the kinds of normal problems that will afflict any democratic organization.

Knowing the history of the musicians union as he does, Benson said he believed that our problems can be resolved with respect for the rights of everybody. We cannot have a perfect organization, but we can have one which solves problems in a decent and democratic fashion. A "free labor organization" means freedom and democracy within the organization.

Benson closed by saying that he was proud to be here and that he knew ICSOM and the AFM shared his ideals.

In the discussion that followed, delegates asked about record-keeping especially with reference to the pension payments (for recordings) that we had talked about earlier in the Conference. Benson said this is a matter of enforcement; we must be alert and active. "If all these things that shouldn't happen didn't happen, we wouldn't need a union."

AUD's staff is small (5 employees) and its budget is about $100,000. Its resources are not great, but it has a network of attorneys and unions throughout the country. Its literature is unique. At the request of delegates, Benson described membership costs ($20 for an associate membership) and literature that is available. AUD also presents conferences and gives out information about legal rights. The main office is in New York (30 3rd Avenue, Brooklyn, NY 11217); a part-time office is also maintained in Oakland, CA.

All present gave Benson a round of applause. Burrell thanked him and remarked that we should send an observer to AUD conferences.
Conductor Evaluations: Report

Chairperson Burrell spoke about conductor evaluations, reminding us to check in the Delegate Manual for instructions and written cautions about the use of evaluations. Confidentiality must always be protected; evaluation results are never to be posted and are never published.

Counsel Leibowitz repeated the warning that results must be used only as specified and intended. The process contains the seeds of incredible liability. Everyone involved in dealing with the evaluations must understand the legal liability involved. Leibowitz noted that it would be a good idea to have a Senza Sordino article describing the process and reminding people about potential legal problems.

If evaluation results are requested, the ICSOM Delegate or Committee Chair should contact Brad Buckley (Saint Louis Symphony), as indicated in the instructions. Results are returned via this same route; they are never sent directly to management. It is, however, all right to show management or a search committee the list of conductors whose evaluations are in our bank.

Burrell said that the value of this procedure is in our bank of aggregate information collected from orchestras throughout the country. Increasing numbers of requests are coming to us from our managements for this information. When managements are looking for conductors, it is in our interest to cooperate. We should evaluate our incumbent conducting staff on a regular basis, as well as evaluating guest conductors.

Delegates engaged in a lengthy discussion about the conductor evaluations. Discussion included how and when to distribute forms in order to get the largest response quickly from our orchestra colleagues. Delegates also talked about the collecting of forms, evaluation of our incumbent conducting staffs, and the use of various internal evaluation forms by some of our orchestras. Special concern was expressed about adding an overall rating and/or some question which would let musicians indicate whether they would like to hire a particular conductor again. Burrell pointed out that we have already gone through a lengthy and exhaustive process in designing the present form.

After additional discussion, a motion carried that we include in ICSOM conductor evaluation forms an additional question about re-engagement of a conductor: "Would you hire him/her again; if so, for what position?" (Positions to be listed.) If a large supply of forms is still available, we will complete the use of the forms already printed and make the change in the next printing (Motion #5, Nelson/McCarty).
A second motion carried that the Chair appoint a committee to review the conductor evaluation form and make recommendations as to whether the form ought to be re-designed; such committee should have consultation available to it and should report its findings to the 1988 ICSOM Conference (Motion #6, Bocaner/Wadenpfuhl).

Sound Levels: Liaison Subcommittee Report

Deborah Torch reported on a July 13 meeting in Chicago of the Liaison Subcommittee on Sound Levels. Torch and Penny Anderson, ICSOM Treasurer, represented ICSOM at that meeting. Also taking part were MOMC members Henry Fogel (Chicago Symphony) and Stephen Sell (Philadelphia Orchestra), an audiologist, and a scientist from MIT. Torch is new to the Sound Levels Committee.

The committee had a general background discussion concerning problems that people have experienced with sound levels. There are differences between halls and pits, but there definitely is a problem with sound levels. Two major questions/problems need to be addressed. First, we need to know whether permanent physiological damage is occurring. This would involve a long-term study and would include an investigation of age, medical history, lifestyle, and exposure to sound. Second, we need to learn about discomfort from loud sound levels. In this category we need information that would include the magnitude of the problem and the effectiveness of available barriers.

Torch reported that an initial study will be started this Fall in Chicago. The Chicago Symphony has money for a pilot study and already owns some sound barriers. An audiologist will be involved and dosimeters will be used.

The second level of the study will deal with other orchestras and halls, possibly using a given program of music which remains the same in each situation. Readings will be taken on stages and in pits. It is important to note where there are more complaints, where there are fewer complaints, and where there are not any problems. Informal research done by Henry Fogel showed that longer, louder pieces are being played now; his study involved programs from the 1960's, the 1970's and the 1980's.

In response to delegate questions, Burrell said that the ICSOM sound level questionnaire (done in 1984-85) showed us that we do have problems, but this was was not a scientific study. A folder of sound level information was given to delegates at the 1985 ICSOM Conference in San Francisco.

The Liaison Subcommittee on Sound Levels will meet again in two or three months.
Health Care Cost Containment: Liaison Subcommittee Report

Chairperson Burrell reported about liaison subcommittee discussions of a proposed feasibility study for designing a possible joint plan to contain skyrocketing health care costs. The subcommittee included Frederick Zenone for ICSOM, Donald Roth (General Manager, San Francisco Symphony, and Co-Chair of the Liaison Committee), and Cathy French (Executive Director of ASOL). French is not normally involved in deliberations of the Liaison Committee, but was brought in for this subject because of her interest in health care cost programs and because the MOMC would need ASOL's cooperation in funding the study.

This group met in San Francisco with William Hembree, Director of the Health Research Institute (HRI). Hembree has developed an analytical process to help employers focus on a cost-benefit approach to health promotion, prevention, and wellness. In his speech to us at last year's ICSOM Conference, Hembree stressed that the key to cost containment is the cooperative coalition between employers and employees.

The plan is divided into three phases. Phase I is investigative and educational. It proposes to study the feasibility of voluntary consolidation of our orchestra's medical care plans. Current costs and benefits in our orchestras would be surveyed, analyzed, and HRI would present its findings about where orchestras stand. The effect of a prototype plan on cost containment would be presented, and ways would be discussed to make such a program work. A statement of goals and a timetable would be given. The Liaison Committee would be a part of the process at all times. Funding (approximately $10,000) for Phase I would be provided by ASOL; both ICSOM and MOMC agree that it would not be appropriate for ICSOM to be involved in funding because health care plans come under our collective bargaining process. Phase I would be completed by March 30, 1988.

Phase II would involve finding orchestras who are seriously considering the benefits of the plan, getting additional data, preparing a request for proposals for selected carriers, and giving each orchestra's carrier a chance to bid on the new plan. HRI would evaluate the bids, oversee the selection process (deadline of October 15, 1988), and ensure that carrier (vendor) performance specifications are met. This phase would cost between $7,500 and $8,500.

Phase III is an action plan for using the cost containment procedures. HRI would oversee and assist in all aspects of implementing the program including claims processing, specific changes in plan design and administration, employee education/communication, administration, and evaluation of HMO's and Preferred Provider Organizations. Ongoing help would be provided by HRI to ensure that proper goals are met. Phase III, which would cost $6,000-$10,000, would occur October 30, 1988, and later.
Funding for Phases II and III would be borne by those orchestras who want to be involved. HRI's assistance would be ongoing on a long-term basis.

Medical Questionnaire: Liaison Committee Report

Burrell addressed the technical problems of how to publish and use data from our medical questionnaire. We could use more funding in getting data out to the medical community. There are many possibilities for where and how to publish, who should write, and who should publish. Determination of these issues will be an ongoing process with the Liaison Committee and the medical people who worked on the study. It is vital that we get information out to people who can best use it.

Auditions and Taped Resumes

This subject is especially difficult because neither ICSOM nor MOMC can control the audition policies and procedures of individual orchestras.

Burrell said that the Audition Code of Ethics is the only document available that we have all (ICSOM, MOMC, and AFM) agreed upon. It represents our agreement about the ethics of how we and management conduct ourselves during and after the audition process. The Code has been published in Senza Sordino and in International Musician and has been distributed to managers. However, some audition committees and personnel managers still claim to have not seen it.

The taped resume was conceived as an auditory preliminary to accompany a paper resume. We agreed with the Federation that it would put together a list of audition material from a highly respected orchestra and would change that material regularly so that a taped resume would represent repertoire normally requested by the biggest orchestras.

ICSOM never endorsed using a tape to replace a preliminary audition. The taped resume has been misused in some orchestras and by some managements. A good concept has gone sour and we have only ourselves to blame for the misuse. In some orchestras, principal players have not been interested in the AFM repertoire list. The problems are insoluble unless we decide that the value of using taped resumes outweighs the possible abuse.

At the national level we have made the problem clear to the Major Managers. The Liaison Committee has designated a subcommittee to review the Audition Code of Ethics and to recommend additional language to try to deal with the ethics of
taped resumes and other problems. The subcommittee met in June and will report to the next Liaison Committee meeting in October. Our only recourse is to deal with abuses on an ethical level; the reality in our own orchestras is up to us.

Burrell urged us to read the Audition Code of Ethics. She said we would have it duplicated at the Conference; we should take it home, post it, and give copies to everyone involved in our audition procedures. Auditionees are entitled to know that the Code exists. Lew Waldeck said that the Code has been published in *International Musician* every three to four months.

A discussion followed Burrell's presentation. It was stressed that the original intent of the taped resumes was not to save audition committees time (although the taped resumes are used this way), but rather to save costs for auditionees. Delegates described situations in various orchestras. They felt that we cannot legislate for orchestras; we must persuade our colleagues. We can negotiate into our master agreements that anyone who wants to come to an audition can come.

Waldeck, Lynn Johnson, and Ellen McGlone all spoke about complaints received by the Federation. The most common complaint is about the (mis)use of taped resumes, which some auditionees feel denies them the opportunity to play a live audition. Waldeck stressed that the taped resumes were never intended to disqualify people.

After additional discussion, a motion as amended carried that ICSOM, in conjunction with the AFM, restate its position on taped resumes, such position to be communicated to musician committees and to managements (Motion #7, White/Nutt).

An amendment to Motion #7 directed the Governing Board and Counsel to prepare a resolution (Resolution #1) re-stating ICSOM's position on the use of resume tapes, such resolution to state that we advocate and continue to advocate an open audition policy (Wadenpfuhl/O'Brien).

The resolution referred to in the amendment was presented and approved later in the Conference (Resolution #1, adopted under Motion #8).
Chairperson Melanie Burrell called the Conference to order. Following announcements, Secretary Nancy Griffin called the roll of ICSOM member orchestras.

Data Gathering

Burrell spoke of our frustrations in the past in assembling information about our orchestras so that we can share with each other. Total computer communication is a long way in the future, but we can do much in the meanwhile. Richard Decker (Syracuse Symphony) has offered to coordinate information.

Each delegate should provide a list of questionnaires (if any) that his/her orchestra has sent to other orchestras in the past. We will also collect from delegates a list of questions that orchestras would like to have answered in the future. We are not sure yet what form our data gathering will eventually take. For the time being we will work with a paper questionnaire, possibly once a year. Later all of the information will be on computer.

We are open to suggestions about what we want to know, and how we want to receive information. Cooperation is our main need. Delegates should contact Decker with information.

Decker urged our cooperation with completing questionnaires that he may send us. He said that if there is a positive response he will continue to pursue the project.

OCSM Conference Report

Florence Nelson represented ICSOM at the recent OCSM Conference in Thunder Bay. She said she found it to be like ICSOM must have been many years ago; she appreciated how far we have come. Committee activists are in danger of being fired; only 3 orchestras have grievance procedures. She felt that the meetings had an atmosphere of conservatism, reluctance, and insecurity.

Funding in Canada is much more dependent upon the government than it is in the U.S. A strong nationalistic drive for Canadian identity shows in auditions. Geographical distances are great, salaries are often low, and these factors are obstacles to auditions.

The AFM in Canada is reluctant to fund OCSM representatives and legal counsel.

Nelson closed by saying that we have much to learn from each other about issues which impact our musical lives.
Reports on Negotiations and Special Situations

Delegates from negotiating orchestras provided written reports of negotiations in progress.

Reports were given by delegates from the following orchestras with negotiations in progress or with special information to report:

- New Orleans Philharmonic Symphony (Douglas Cade)
- Saint Louis Symphony (Thomas LeVeck)
- San Antonio Symphony (Terry Franco)
- San Francisco Opera Orchestra (Brian McCarty)
- Minnesota Orchestra (James Clute)

There was discussion about the situations in these orchestras, as well as the issue of the Local union paying for legal expenses during negotiations. The definition of "competent representation" was of concern to delegates. Counsel Leibowitz said that many unions do not use lawyers at the negotiating table. He said that a good labor lawyer is not necessarily a good negotiator, and a good negotiator is not necessarily a lawyer. For our needs, a negotiator must have experience in the arts and in dealing with non-profit organizations.

FRIDAY AFTERNOON, AUGUST 21, 1987

Reports on Negotiations and Special Situations, Continued

Reports were continued from the morning session by orchestras with negotiations in progress or special situations to report:

- Seattle Symphony (John DeJarnatt)
- Rochester Philharmonic (David Angus)
- Dallas Symphony (Melvin Baer)
- Florida Symphony (Carl Rendek)
- Milwaukee Symphony (Elizabeth Tuma)
- Kennedy Center Orchestra (Nancy Stutsman)
- Philadelphia Orchestra (Duane Rosengard)
- Oklahoma Symphony (Nancy Nehring and Karen Schnackenberg)
- Oakland Symphony (Scott Anderson and Stuart Gronningen)

There was a detailed report and discussion about the Oakland Symphony's bankruptcy situation and the alternate organization formed by the musicians (Oakland Symphony Musicians Association).

As always, we were cautioned to keep all negotiating information confidential.
Nominations

Marguerite Figeroid reviewed the nominations slate on behalf of the Nominating Committee:

Treasurer Florence Nelson (New York City Opera Orchestra)

Members at Large
  James Clute (Minnesota Orchestra)
  Richard Decker (Syracuse Symphony)
  Tom Hall (Chicago Symphony)
  Michael Nutt (Los Angeles Philharmonic)

Chairperson Burrell opened the floor for further nominations. An additional nomination was made:

Member at Large Jay Wadenpfulh (Boston Symphony)

Since there were no further nominations, nominations were closed.

Florence Nelson, who was unopposed, was elected Treasurer by acclamation. Voting for the four Member at Large vacancies was scheduled for the following day (Saturday, August 22).

Resume Tape Resolution

A written resolution about the use of taped resumes (Resolution #1) was presented; a motion to approve it carried unanimously (Motion #8, Decker/Schubert).

We will publish this resolution in Senza Sordino and in bulletins which can be posted and duplicated for distribution to our audition committees and personnel managers. Lew Waldeck will see that it is published in International Musician.

Resolution #1 read as follows:

Whereas, in the past, ICSOM and the AFM have approved and encouraged the use of performance tapes by job applicants and member orchestras either in lieu of or in addition to written resumes, and

Whereas, ICSOM and the AFM have now learned that these tapes are being misused as substitutes for preliminary live auditions, thereby depriving job applicants of the opportunity to attend and play live auditions, and

Whereas, neither ICSOM nor the AFM ever sanctioned the use of such tapes to prevent job applicants from attending and playing at live auditions,
Now, therefore, be it resolved that

1. ICSOM and the AFM reaffirm their support of the use of performance tapes only as an adjunct to written resumes;

2. ICSOM and the AFM reaffirm their opposition to closed auditions and the misuse of performance tapes to effectuate such closure;

3. ICSOM and the AFM encourage all orchestras to hold completely open auditions, allowing all applicants who wish to play a live preliminary audition the opportunity to do so, including applicants whose written resumes or tapes may have warranted discouraging them from further participation.

We were again encouraged to give this resolution as much exposure as possible. Nathan Kahn, ROPA President, will distribute it at the ROPA Conference; John Trembath, OCSM Chairman, will bring it up at next year’s OCSM Conference. Trembath noted that OCSM already has a clear policy along these lines.

**Summit Committee Resolution**

A written resolution was presented about the formation of a Summit Committee of representatives from ICSOM, ROPA, OCSM, and RMA.

After brief discussion, a motion to approve the resolution (Resolution #2) carried unanimously (Motion #9, Hall/McCarty).

Resolution #2 read as follows:

Whereas, there is great community of interest with respect to collective bargaining on local and national issues among active working musicians in various fields of the music industry within the American Federation of Musicians, and

Whereas, these common interests cannot effectively be determined and advanced without substantial and organized communication among these groups, which are represented by the International Conference of Symphony and Opera Musicians (ICSOM), the Regional Orchestra Players' Association (ROPA), the Organization of Canadian Symphony Musicians (OCSM), and the Recording Musicians Association (RMA), and

Whereas, no formal means of direct communication among these groups presently exists, and

Whereas, the ICSOM Governing Board has, at its 1987
Conference, met with official representatives of ROPA, OCSM, and RMA to discuss the problem of the lack of formal communication and to formulate a solution to it;

Therefore, be it resolved that

A Summit Committee consisting of representatives of the International Conference of Symphony and Opera Musicians (ICSOM), the Regional Orchestra Players' Association (ROPA), the Organization of Canadian Symphony Musicians (OCSM), and the Recording Musicians Association (RMA) chosen by each organization be formed, which Summit Committee shall immediately arrange for formal sharing of pertinent written information and which Summit Committee shall meet during each year at mutually agreeable times and places.

Proposed Bylaw Amendment: Member at Large Vacancy

A motion carried to approve the proposed amendment to ICSOM Bylaws, Article IV, Section 5, which adds Member at Large of the Governing Board to procedure for filling temporary vacancies on the Governing Board (Motion #10, Decker/Hall).

Article IV, Section 5 shall be amended to read as follows:

In the event of a vacancy in the office of Chairperson or President, the remaining Chairperson or President shall assume the duties of both offices until an election is held at the next regular meeting of the organization. In the event of a vacancy of the Secretary, Treasurer, Editor of Senza Sordino, or Member at Large of the Governing Board, a replacement will be selected by the Executive Committee to serve during the temporary period until the next regular meeting of the organization, at which time a member shall be elected who shall serve out the term of office, if any, of the originally elected officer.

Proposed Bylaw Amendment: Membership Committee

A motion carried to approve a proposed amendment to ICSOM Bylaws, Article V, adding a new provision describing the Membership Committee (Motion #11, Moore/Stutsman).

A new provision shall be added to Article V, under a heading "Membership Committee", and shall read as follows:
Section 8. The Membership Committee shall be composed of the President, the Secretary, and one Member at Large selected by the Executive Committee. The Membership Committee shall meet at such times as necessary pursuant to the applicable provisions of Article III herein.

Proposed Bylaw Amendment: AFM Membership Required for Governing Board

A motion carried to approve a proposed amendment to ICSOM Bylaws, Article IV, Section 4, adding language stating that ICSOM officers, including Governing Board, must remain members of the AFM while serving in office (Motion #12, Decker/White).

Article IV, Section 4, shall be amended to read as follows:

Any member in an orchestra belonging to ICSOM may be elected to office (and to the Governing Board) provided that he/she may serve only so long as he/she shall remain a member of the American Federation of Musicians, a member of a constituent orchestra, and does not assume any managerial or supervisory functions. No more than one member from any one orchestra may serve as an officer at the same time.

Proposed Bylaw Amendment: AFM Membership Required for Delegates

An amendment was proposed to ICSOM Bylaws, Article VI, Section 2. (a) adding language requiring AFM membership for delegates to meetings of ICSOM. The motion to approve this proposed amendment (Motion #13, Moore/Stutsman) was eventually postponed indefinitely (Motion #14, McCarthy/O'Brien).

The proposed amendment was as follows:

Article VI, Section 2. (a) shall be amended to read as follows:

Delegates to meetings of ICSOM must be members of the American Federation of Musicians and shall be selected by secret ballot by American Federation of Musicians members in each constituent orchestra. Only one shall be the Voting Delegate. The Member Orchestra will determine for itself the degree of representational authority its voting delegate may assume.

A lengthy discussion preceded the action to postpone this matter indefinitely. Delegates asked why we need this change; Chairperson Burrell responded that the change would clarify that we are currently within the AFM as an official union conference.
A question was asked about why delegates must be AFM members but not all members of each orchestra are required to belong to the AFM. Counsel Leibowitz said that we could require membership of everybody, but we aren't doing it. Some orchestras in ICSOM are in right-to-work states, and we are keeping them in our organization. The orchestra is the member of ICSOM, rather than the musicians in an orchestra belonging to ICSOM individually. Leibowitz pointed out that this is a union meeting and non-members cannot come here and vote (and affect policy), although this proposal is not meant as a restriction on attendance or on speaking at meetings. He also spoke in defense of the union security clause in our contracts.

Some delegates objected to the proposed change, saying that it would interfere with an orchestra's ability to select its own representative. In one case (Seattle Symphony), this proposal would unseat that orchestra's delegate. Concern was expressed by some delegates about possibly stifling dissident voices with this proposal and about the difficulties of getting their colleagues at home to accept this amendment.

Core membership (or non-membership) in the union was discussed. Counsel DuBrul explained that this category of member pays all required money to the union; the union provides representation to all members, core or not. Some delegates felt that this amendment, if passed, would help encourage more people to join the union.

Herman Benson (Association for Union Democracy) was asked by Burrell to comment on the issue. He responded that he was reluctant to speak. However, he observed that ICSOM is an unusual organization; under certain circumstances such an organization should be able to take an unusual action. The question, he felt, was whether it is wise to take this action right now.

Several delegates felt that they were not prepared to make a decision at this time, some wanted a chance to discuss the matter with their orchestras, and others preferred not to make a decision at all. There was much feeling on both sides of the issue.

Motion #14 was carried by a hand vote of 22 to 19. This had the effect of postponing action on the main motion indefinitely.
SATURDAY MORNING, AUGUST 22, 1987

The meeting was called to order by Chairperson Melanie Burrell. Secretary Nancy Griffin called the roll of member orchestras. Burrell made a number of announcements.

Research on and effects of beta blockers will be studied and reviewed by Nancy Stutsman (Kennedy Center Orchestra); Stutsman will present this information at next year's ICSOM Conference.

Names of those chosen to serve on a Conductor Evaluation Committee were announced; the committee will include Marilyn Lauriente (Chicago Lyric Opera Orchestra), Donald Muggeridge (Los Angeles Philharmonic), Rosemary Waller (Cincinnati Symphony), and Katherine White (Denver Symphony). Lynn Larsen, ICSOM President, is an ex-officio member of all committees. This committee will review the conductor evaluation form and make recommendations as to whether the form ought to be re-designed; the committee will report back to the 1988 Conference, as previously described in Motion #6.

Proposed Bylaw Amendment: Emergency Relief Fund

An amendment was proposed to ICSOM Bylaws, Article VIII, Section 4.(b), clarifying the use of the Emergency Relief Fund in emergencies. Loans from the ERF have traditionally been available to orchestras who are on strike or who are locked out. The proposed new wording clarifies that loans are available to orchestras during emergencies other than strikes or lockouts.

A motion carried to approved this proposed amendment (Motion #15, Decker/LeVeck).

Article VIII, Section 4.(b) shall be amended to read as follows:

Member orchestras whose dues are fully paid and who have no outstanding loans from the Fund may borrow up to 15 per cent of the cash balance in the Fund as of the previous July 31. Such loans shall be interest free for one year from the date the contract is settled, or from the resolution of the emergency giving rise to the loan, and thereafter, borrowing orchestras shall be charged at the then current prime rate per annum.

As provided in the ICSOM Bylaws, Article X, Section 2, this amendment must be referred to member orchestras for ratification.

Burrell reminded us that three areas of the ICSOM Bylaws must be ratified by member orchestras; those areas dealing with purpose (Article II), funds (Article VIII), or certain amendments to the bylaws (Article X) must go back to orchestras for ratification. She explained that the Secretary will send the proposed amendments to each orchestra after the Conference.
Responses of orchestras must be returned to the Secretary within 90 days of the end of the Conference.

Proposed Bylaw Amendment: Dues Increase

Burrell and Larsen presented information about the financial condition of ICSOM. The Bylaws provide that the ICSOM Executive Committee may borrow from the ERF on behalf of the organization when necessary. We now owe the ERF approximately $27,000. The proposed dues increase would generate enough money to eliminate this debt, thereby leaving a larger balance in the ERF for loans to orchestras. Additional funds are also needed because we are providing more services and meetings, including such things as the opera-ballet subcommittee, negotiating orchestras meetings, summit meetings, etc. The proposed dues increase should last for several years.

A motion was made to accept the proposed amendment to ICSOM Bylaws, Article VIII, Section 3, concerning an increase in dues (Motion #16, McCarty/Carson). This motion was eventually withdrawn. (See Motion #17.)

A discussion followed which chiefly concerned the dues categories for orchestras. The proposed amendment specified three salary categories and dues categories: under $19,999 ($27 dues), $20,000 to $34,999 ($30 dues), and $35,000 or over ($35 dues).

Many delegates felt that the lowest previous salary category ($15,000) should be reinstated; there was debate about the merits of this and there were suggestions about what dues should be involved.

An amendment to Motion #16 was made to reinstate a dues category of $20 for those orchestras earning less than $15,000 per player per year (Wadenpfuhl/Stutsman).

An amendment to the preceding amendment changed the dues to $24 for those orchestras earning less than $15,000 per player per year (Levine/Muggeridge). This amended amendment was defeated.

Motion #16 was again amended to provide for a dues category of $20 for those orchestras earning less than $15,000 per player per year (Angus/Couch). This amendment carried.

Additional discussion followed. Delegates favored the idea of a dues increase, but some were concerned about convincing their orchestras to ratify the proposal as it existed. They spoke about percentages of increase suggested for each dues category, various dues possibilities, and the need for more clarification. Larsen offered to work out a revision of the plan, using the figures that were available at the Conference.
A motion was made to withdraw Motion #16 as amended, and to refer the matter to the Governing Board with instructions to bring it back to the Conference this afternoon (Saturday, August 22) (Motion #17, McCarty/Moore). This motion was not acted upon.

A subsequent motion carried to refer to the Governing Board the proposed ICSOM Bylaw amendment concerning a dues increase, with a request that the Governing Board study the matter and report back later in the Conference with its suggestions (Motion #18, McCarty/Anderson). (See Motion #24.)

Retainer of Counsel and Fee

ICSOM Counsel Leonard Leibowitz and Liza Hirsch DuBrul were excused from the room during a brief discussion. Counsel's fee is currently $20,000 per year plus expenses of transportation and hotel for the annual ICSOM Conference. These expenses are to be under the same conditions as those for delegates.

A motion carried that we retain the firm of Leibowitz and DuBrul for the coming year at the current fee (Motion #19, McCarty/White).

Election of Members at Large

Nominees were asked to leave the room; there was a brief discussion.

Voting was by secret ballot; delegates placed their ballots in the ballot box in order as the roll was called.

Burrell later announced the results of the election for Members at Large:

James Clute
Richard Decker
Tom Hall
Michael Nutt
SATURDAY AFTERNOON, AUGUST 22, 1987

Chairperson Melanie Burrell introduced AFM President-Elect J. Martin Emerson.

J. Martin Emerson, President-Elect, AFM: Address

President-Elect Emerson thanked Burrell and expressed his pleasure at being with us and having a chance to address us.

He said that he had attended an ICSOM Conference 20 years ago as a representative of the Federation and has not had a chance to be back since then. He had spent 20 years on the IEB and 10 years as Secretary-Treasurer of the Federation.

Emerson acknowledged that there may be apprehension about what will happen with the change in Presidency of the AFM. He reassured us that we will work together and, if all cooperate, we will make things happen.

He recounted his history of music and union activity, beginning with his affiliation with the Washington, DC, Local when he was in his teens. He played in bands, theaters, shows, circuses, and also attended the New England Conservatory for a while. The National Symphony had a 22-week season during that time; negotiations took only 3 hours, and there was the typical music business discontent.

Emerson ran for union office and won. He felt it important to take time to make changes, particularly because he realized that the symphony orchestra musicians were indeed the "forgotten musicians". Gradually the National Symphony season grew and the contract became more sophisticated. Orchestra committees came into being, although in the early days they were much maligned and their members suffered retaliatory tactics. A strike was averted when a National Symphony contract with a "no firing" clause was finally accepted; this became a standard for the entire industry. Emerson said he was proud of his role in developing this contract.

He recalled that he had advocated both the formation of ICSOM and the National Symphony's participation in ICSOM. The AFM Symphony Department began under Ted Dreher, who did his best under trying circumstances. When Emerson was AFM Secretary-Treasurer he agreed to the establishment of the Symphony Department as we now know it under Lew Waldeck.

Emerson thanked Chairperson Burrell for her letter to Fort Worth musicians in response to allegations in their newsletter that his election would be a setback for symphony musicians. He said that the AFM Convention in Las Vegas was a trying and traumatic time involving disappointments for many. He outlined the election challenge by AFM President Fuentealba; the IEB voted to send the
matter to the Labor Board. The challenge and complaint have been formally filed with the Labor Department.

As things now stand, Emerson said, he would take office on September 1. The past two months have been difficult and the transition time is too long. AFM Bylaws provide that officers elected at the Convention (in June) shall assume office on September 1 following the Convention. Emerson said that there should be a provision for an orderly transition over a shorter period of time.

Friends have asked Emerson, "Why did you do it?" He has responded that he came back because of his love for musicians, whom he has served for the past 45 years, and because of his great respect for the AFM. Emerson observed that ICSOM orchestras are microcosms of what the entire AFM should be. He asked us to join in the healing process.

He said that he believes in total cooperation, involvement, dedication, and respect for each other. Major decisions should be made by those affected, communication should be upgraded, and courteous service should be given to all. We must return to the basics of unionism, moving closer to the strengths of our parent organization, the AFL-CIO and its Department of Professional Employees.

The services of Lew Waldeck and his excellent staff in the AFM Symphony Department will be continued. Any changes will be only to improve service to members. He expressed his special compliments to Waldeck for the fine job he has done and quoted from the report he had received from Waldeck prior to this Conference:

"I believe that the basic function of any union is to return to its members power over their lives, and to help them define and implement their goals. We must not substitute the paternalism of the union for the paternalism of management".

All present applauded this statement.

Emerson concluded with a touch of humor, making the point that you get out of something only what you put into it.

Emerson received a round of applause from the Conference.
Special Presentation: ICSOM's 25th Anniversary

Chairperson Burrell introduced Tom Hall, who presented an overview of the 25 years of ICSOM's history.

Hall said that on September 6, 1962, a motion was made to officially establish ICSOM. Therefore, we are just a few days shy of our 25th anniversary. A compilation of historical materials was prepared by Hall, entitled The First 25 Years of the International Conference of Symphony and Opera Musicians (ICSOM). Hall based this document on minutes of ICSOM meetings and back issues of Senza Sordino. He explained the format of the printed history, noting that it incorporates some of the remarks he would be making today.

Throughout ICSOM's history a great variety of issues has been addressed. ICSOM has succeeded in its approach to many of these issues, so that many of today's musicians have never experienced the frustrations that their predecessors faced in working toward fair and competent representation, decent wages, and reasonable job security.

ICSOM was the outcome of the wave of militance that swept through orchestras in the 1950's, with growing anger and frustration about inadequate wages, exploitive working conditions, and tenuous job security. The organization which should have been most responsible for helping improve the situation, the musicians' union, was not providing the needed aggressive representation. As a result, representatives of orchestras met to act on their own behalf and to discuss common problems.

ICSOM's first written document was the minutes from May 1962. A wave of militancy existed in those days. In September 1962 ICSOM was named and a purpose was stated; George Zazofsky became the first ICSOM Chairman. Bylaws were drafted in 1963.

Hall noted that the written history provides a year-by-year summary of annual ICSOM Conferences and topics addressed in Senza Sordino. It also includes a lists of those attending each Conference, major actions, and issues. Certain issues recur throughout the years of ICSOM's existence; these common themes are identified in a section called "Issues: Threads that Run Through the Years".

Old copies of Senza Sordino were shown so that we could see the evolution of today's format for our publication. Communication has taken various additional forms, including the former Rapid Communications Center which has now become our bulletin system. The first ICSOM Directory appeared in 1972.

Our relationship with the AFM has fluctuated throughout our history. Hall said that the consensus at this point is to work for and to maintain affiliation with the AFM. Job security
issues came to a head in the Bob Danielson case in San Antonio in the early 1960's. This case, Hall said, involved the dismissal of a committee spokesman, an unsupportive local union, repressive management, and a tyrannical conductor. The situation was never altogether satisfactorily resolved.

Media activity, legislation, education and training, discrimination, occupational health, and many other topics have been of major concern to ICSOM.

Hall thanked those who had provided material that was of help in compiling the history, including the AFM (for back issues of International Musician) and his colleague Norman Schweikert (for lists of musicians in American orchestras). He gave his special thanks to the secretaries, editors, and delegates who took the time to document the history of this organization. Hall said he was sorry that Bob Maisel, former ICSOM Secretary, and Bob Coleman, the first Editor of Senza Sordino, could not be here with us at this Conference.

Hall then introduced Henry Shaw, former Editor of Senza Sordino, who was with ICSOM at its inception.

Shaw recalled that 25 years ago things were, in many ways, no worse than some of the difficult situations we have heard about at this Conference. Attitudes of musicians, AFM, and managements have combined and interacted to create problems during many different years. A group of orchestras was a completely new idea in 1962; there had not been a lot of mobility and communication between orchestras before that. The AFM's attitude toward ICSOM was one of confrontation and affirmation of its own authority.

Our orchestras' boards were unenlightened. The NEA was started with no support from boards or managements. Support came, instead, from the AFM and from musicians; orchestra boards were fearful about diluting their own autonomy.

Musicians were angry, confrontational, and determined to make their profession a full-time activity. They were also depressed about how they were treated at the local level, and there was constant irritation. They felt in those days that the best way to go was without the Federation. Although there was a singularity of problems in orchestras, there was not a singularity of how to solve them; eventually it became obvious to the majority that ICSOM's purpose was best served within the AFM.

The early 1960's was a time of rebellion; it was also a providential time for us to try to solve our own problems. Gains were made by labor in general after World War II, but professionals were not participating in this prosperity. Shaw said that the climate was not easy and musicians knew that their efforts to solve their own problems would bring a cataclysmic response from the AFM.
The first ICSOM meeting in Chicago was a source of enthusiasm for musicians. The AFM was not represented at these early meetings, and they were not union meetings. ICSOM went ahead to implement its original ideas and eventually the AFM became involved. Originally the Federation was outraged at our discussions, but later came to feel that we were making a significant cultural contribution. Shaw noted this evidence that changes can, indeed, happen.

Our fight was primarily for a better livelihood; we needed the weapons and power that the Federation could offer. Small gains were constantly made, including the right of contract ratification. Eventually ICSOM saw that it needed both direction and legal help; I. Philip Sipser was hired first to advise the Executive Committee and later to represent ICSOM. Sipser advised that we could not make major gains unless we were within the AFM itself, with conference status. This concept was not embraced immediately by either ICSOM or the AFM. Finally both sides accepted each other, and one of our major goals, the Strike Fund, was realized. The Strike Fund transformed the way we related to our managements. AFM Symphony Department also came into being.

The Ford Foundation grants in 1966 brought enormous amounts of money into our orchestras, prompted by the problems which were prevalent in our field. Matching grants were given by the Ford Foundation; this money made it easier for us to go to the negotiating table because more money was available and management felt more free to commit itself.

Now we are trying to consolidate and hold the gains that we have made. Shaw observed that in the past others have applauded us; now we have earned the right to applaud ourselves. He cautioned us to listen to each other, to cooperate more closely, and to keep our organization healthy. Things will not get easier, he said.

Shaw closed by expressing his deep thanks for our dedication of last year's ICSOM Conference to him.

All present gave Shaw a round of applause.

Burrell thanked Hall and Shaw for their presentation; she said that all of us were grateful for their presence and contribution. She thanked Hall for the incredible job he had done in putting together his material.

The Conference gave Hall and Shaw a round of applause.
Committee to Study Representation of ICSOM Orchestras in the AFM

Tom Hemphill (San Francisco Symphony) presented concerns of his orchestra about representation of ICSOM orchestras within the AFM. His statement, which was printed and made available to delegates, read as follows:

Given our recent disappointment that no work dues relief was passed at the 1987 AFM Convention, and given President Fuentealba's assertion of major structural problems within the AFM, it is clear ICSOM must search for new ways for orchestral musicians to be better served.

There ARE advantages to remaining in the AFM. Among these are a national political apparatus, negotiating national recording contracts, administering the AFM-EPW Fund, the Symphony Department, and the Strike Fund.

There are fewer advantages to remaining in AFM locals, given the present structural makeup. In most cases, orchestra musicians are in extreme minority positions, while paying upwards of 85 per cent of the locals' costs. Over the years, orchestra committees and the ICSOM Delegate have assumed the lion's share of responsibility for negotiating and administering their contracts. Orchestra musicians participate in hiring, firing, re-seating, tenure review, administering pension plans, filling out the AFM Wage Scales, and most recently keeping track of all audio-visual activities in their orchestras. Not much is left for the local to do except collect dues, reimburse some money back to the orchestra musicians for negotiation and ICSOM expenses, and in some cases put up roadblocks to the effective servicing of the orchestra by the committee.

Therefore, ICSOM should appoint a committee to study what paths are available and possible for ICSOM orchestras to take which will lead to more effective and cost-effective representation of ICSOM orchestras. This committee should be made up of members seeking change within the AFM, and members satisfied with the status quo. The committee should ascertain what problems, if any, orchestras experience with the relationship with their locals, and in particular study the option of forming, on a voluntary, orchestra-by-orchestra basis, ICSOM orchestra locals within the AFM. In studying this option, attention should focus on:

- membership requirements
- bylaw revision to conform with AFM and state/federal laws
- how officers and board would be elected and function
- what auditing and financial filing requirements are needed
- what kind of budget would be required
- what amount of office space and personnel is needed
- interfacing with the existing local
transition costs and implications of forming a new local
-public relation needs
-implications of a bloc of "orchestra locals" attending the AFM Convention and the implications of a bloc of "ex-orchestra locals attending the AFM Convention
-liaison with local and state labor organizations
-possible affiliation with ROPA, RMA, and OCSM
-easing of tensions between orchestras and locals as a possible by-product
-what role ICSOM should play

The committee should present a preliminary report within 3 months by special bulletin (or in Senza) and a complete report at the 1988 Conference.

Respectfully submitted,

Tom Hemphill,
ICSOM Delegate, San Francisco Symphony

After brief additional remarks by Hemphill, a motion was made that ICSOM appoint a committee to study what paths are available and possible for ICSOM orchestras to take which will lead to more effective and cost-effective representation of ICSOM orchestras within the AFM. This committee shall be made up of members representing various viewpoints. The committee shall ascertain what problems, if any, orchestras experience in the relationship with their locals (Motion #20, Hemphill/DeJarnatt).

An amendment to Motion #20 carried to direct the committee to present a preliminary report within six months by special bulletin (or in Senza Sordino) and a complete report at the 1988 Conference (Hemphill/McCarty).

After discussion, the amended motion carried.

The discussion addressed the situation in various Locals where relationships between orchestra and union in some cases are decidedly difficult. Basic to the discussion was the fact that orchestras still pay exorbitant amounts of money to their Locals but do not always get even minimum services in return.

Some Locals do not pay expenses for their orchestras' ICSOM Delegates. A show of hands revealed that while 33 delegates' expenses had been paid by their Locals, 9 had received only partial support, and 4 had been refused any assistance. (In addition, the New Jersey Symphony was not represented at this Conference because there was no help from the Local in paying delegate expenses.)

The mechanics of appointing the Study Committee were reviewed. ICSOM Bylaws provide that the Chairperson shall appoint such
committees, and that the President is an ex officio member of all committees. Burrell said that she would consider a balanced and varied makeup in appointing this committee; she would report to us at the next day's meeting about this.

Membership Committee: Application for Membership by Florida Orchestra

Secretary Nancy Griffin presented information about the membership application by the Florida Orchestra (Tampa Bay, Florida). Warren Powell, the representative from this orchestra, was present at the Conference. He had met with the Membership Committee (Griffin, Larsen, and Member at Large Jay Wadenpfuhl).

The Membership Committee recommended acceptance of the Florida Orchestra's application.

A motion carried to accept the Membership Committee's recommendation that the Florida Orchestra (Tampa Bay) be admitted as an ICSOM member orchestra (Motion #21, Levine/DeJarnatt).

The Conference applauded ICSOM's new member orchestra.

Minority Issues in Our Industry: Report

Jay Wadenpfuhl presented a report on behalf of Frederick Zenone, who had been asked by ICSOM President Melanie Burrell to represent ICSOM at a meeting concerning minority issues in our industry. Chairing the August 13 meeting at Tanglewood was Lee Marks, General Counsel for ASOL. Others present were Cathy French, Executive Director of ASOL; Bill Terry, black musician (formerly with NEA); Leonard Slatkin, Music Director, Saint Louis Symphony; Oleg Lobanov, Executive Director, Detroit Symphony; Kenneth Haas, Executive Director, Cleveland Orchestra; Daniel Windham, Director of the Music Assistance Fund Orchestral Fellowship program; William Moyer, Personnel Manager, Boston Symphony; and Zenone, former ICSOM Chairperson.

The group came to general agreement that the problems concerning minority issues are driven by political and moral motivation. There was not widespread agreement that the problem is a large one; there was no consensus about causes.

It was agreed that the profession should be open and available to all. We should look at other industries to see what has been done where there are successful programs.

There appears to be widespread ignorance about programs in our own industry such as Boston's STEP program (String Training and Education Program), and programs in the Cleveland Orchestra and the New York Philharmonic. We need to collect information about current programs in our industry and discover to what extent minority participation exists.
Those present agreed that it was pointless to convene again without more black musicians on the committee, without others who were already successful with this problem in other fields, and without funding for a planning grant (approximately $100,000). Cathy French will go to the ASOL Executive Committee and recommend that ASOL collect information and take a role in opening up all symphony areas (including board, management, and staff) to minority participation. ASOL will also disseminate information about current programs.

The ICSOM Governing Board recommended the appointment of a committee to explore these issues; Counsel Leibowitz read a draft of a broadly worded resolution to this effect. The draft resolution acknowledged that ICSOM is aware of the absence of significant numbers of minority musicians in its constituent orchestras, and that this absence is of great concern to us. Notwithstanding efforts by ICSOM orchestras to increase the numbers of minority musicians through various programs designed to attract and train such musicians for orchestra careers, there has not been an appreciable change. The resolution stated that we feel the situation urgently requires remedial action, and that the ICSOM Governing Board should appoint a committee to explore all aspects of minority group membership in our orchestras, including the history and avenues for increasing minority membership in ICSOM orchestras.

During the discussion which followed, it was noted that we are especially concerned with why we are not attracting minority members; our orchestras do not discriminate in their hiring. The subject is an ongoing one and is a very important matter. The real problem may lie in areas where we do not have expertise. We should be prepared to deal with both political and moral motivations and to do whatever we can to solve the problems that exist.

The suggested committee could be available to participate in such meetings as the one which took place at Tanglewood. It could also work with the Music Assistance Fund, which may be studying the issue of why we are not attracting minority members.

A motion was made to adopt a resolution concerning appointment of a committee to explore all aspects of minority group membership in orchestras (Motion #22, McCarty/Anderson), as described in the draft resolution.

A subsequent motion carried to table Motion #22 until a written copy of the resolution is prepared and distributed to delegates for their examination (Motion #23, Moore/McCarty).
Chairperson Melanie Burrell called the meeting to order.

Locals That Do Not Pay ICSOM Delegate Expenses

AFM President-Elect Martin Emerson had requested a list of Locals that do not contribute to ICSOM Delegate expenses for the Conference. Since Emerson was leaving the Conference this morning, the information was gathered for him from delegates who were present at the session. From the group present, those Locals that do not pay any ICSOM Delegate expenses are Buffalo, Cleveland (pays toward negotiations), and Oklahoma (possible partial payment). Those who pay partial expenses include Milwaukee, Honolulu, Chicago ($750 cap), North Carolina, and San Diego (although San Diego circumstances are different this year because of the orchestra's work stoppage). The New Jersey Symphony has not received any help with delegate expenses from its Local and was not represented at this Conference.

J. Martin Emerson: Farewell to Conference Participants

Emerson said that his datebook is filling up, but nothing is as important as the business at this Conference. He thanked Burrell and all of us for our invitation to be present. He said he came, he saw, he heard; he liked what he saw and almost all of what he heard. Emerson noted that almost 50 per cent of the IEB is in attendance at this Conference. Their presence and their hearing of our proceedings will result in "good deeds". He closed by saying, "I'm on your side."

Roll Call

Secretary Nancy Griffin called the roll of member orchestras.

Announcements were made. Editor Deborah Torch reminded us that if delegates have any problems about receiving Symphony magazine, they should let her know.

Affirmative Action Committee

Burrell announced that an Affirmative Action Committee will include Scott Anderson (Oakland Symphony), Darwyn Apple (Saint Louis Symphony), Derek Francis (Detroit Symphony), and Michael Moore (Atlanta Symphony). In addition, Burrell will invite Prentice Pilot to serve; Pilot is a Boston Symphony extra player and is involved with the Boston STEP program. Initially this committee will serve as a liaison with current work being done with minority activities in our orchestras. The committee will also maintain a liaison with Daniel Windham in the MAFOF office. (See Motions #22, #23, and #25.)
Structural Committee

A committee was announced which will examine concepts of our relationships within and without the Federation. Burrell said that at this point the committee will study all problems within the Federation. Irving Segall (Philadelphia Orchestra) will be contacted by Burrell about chairing the committee. Others named were Larry Bocaner (National Symphony), James Clute (Minnesota Orchestra), John DeJarnatt (Seattle Symphony), Tom Hemphill (San Francisco Symphony), Carolyn Parks (Kennedy Center Orchestra), and Katherine White (Denver Symphony).

Burrell cautioned that this committee's investigation will be an extensive and difficult process. The report which is to be made in six months may be only the initial concept. (See Motion #20.)

Proposed Bylaw Amendment: Dues Increase (Continued)

Treasurer-Elect Florence Nelson explained a revised form of the proposed ICSOM Bylaw Amendment concerning a dues increase. She noted that we need money and there is no way to avoid this. We are currently $40,000 behind: $27,000 is owed to the ERF and $13,000 is projected in increased expenses for the coming year. Nelson said that as ICSOM serves us more, it costs more. This past year, in addition to the regular expenses of running the organization, additional funds were needed for the ICSOM Directory, the medical study, media negotiations, Opera and Ballet Subcommittee, and two meetings of 17 different negotiating orchestras.

Next year's needs reflect a 10 per cent increase in projected costs over 1987, as well as ICSOM's increased responsibilities. Our activities will include the Affirmative Action Committee, the Structural Committee, meetings of negotiating orchestras, plus continuation of the activities listed for the previous year. Bulletin and telephone expenses will continue or increase. Without the dues increase, we will have to slow down our services to each other.

In response to the charge given to the Governing Board at yesterday's meeting (see Motion #18) the following revised dues categories were suggested:

Salary below $16,000 $20 dues
Salary of $16,000 - $22,999 $25 dues
Salary of $23,000 - $39,999 $30 dues
Salary of $40,000 and above $38 dues

These salary categories and dues categories better meet our needs and show concern for the lowest paid orchestras. Nelson said
that this year, with our budget of $130,000, we spent $40.40 per musician (4,200 musicians in ICSOM). Our last dues increase was in 1980; the proposed increase should last into the future.

The Governing Board recommended adoption of the revised proposed Bylaw amendment concerning a dues increase.

Delegates discussed the proposed dues increase package. Dues apply to the fiscal year; the matter at hand involves this year's dues.

As provided in ICSOM Bylaws, Article X, Section 2, this amendment, if approved by the Conference, would need to be referred to member orchestras for ratification. Burrell explained the ratification procedure which is described in the Bylaws. Each orchestra would use its own voting procedure in voting on ratification of the amendment.

Nelson and President Lynn Larsen were thanked for their work in putting the revised figures together.

A motion carried unanimously to approve the proposed amendment to ICSOM Bylaws, Article VIII, Section 3, concerning an increase in dues as revised by the Governing Board (Motion #24, White/No second required).

Article VIII, Section 3 shall be amended to read as follows:

Section 3. Member orchestras shall pay annual dues according to the following schedule:

Section 3. (a) Where the guaranteed minimum salary is under $23,000, dues shall be the number of players times $25, except that those orchestras which on the date of ratification of this amendment earn less than $16,000 per player per year will pay $20 until such time that the minimum salary exceeds $16,000.

Section 3. (b) Where the guaranteed minimum salary is at least $23,000 but less than $40,000, dues shall be the number of players times $30.

Section 3. (c) Where the guaranteed minimum salary is $40,000 or over, dues shall be the number of players times $38.

Affirmative Action Resolution

Chairperson Burrell read a resolution (Resolution #3) which had been prepared by the Governing Board concerning the appointment of a committee to explore all aspects of minority group
membership in orchestras. She noted that the committee which will undertake this study is already in place.

A motion carried unanimously to adopt Resolution #3 (Motion #25, McCarty/Carson).

Resolution #3 read as follows:

Whereas, ICSOM is acutely aware of the absence of significant numbers of minority group musicians in its constituent symphony, opera, and ballet orchestras; and

Whereas, this absence has, for virtually all the years of ICSOM's existence, been a great concern to ICSOM and musicians in its member orchestras; and

Whereas, notwithstanding the efforts of ICSOM and some orchestras to increase the number of minority group members through various programs designed to attract and train such musicians for orchestra careers, such efforts have not resulted in appreciable change; and

Whereas, ICSOM feels this situation urgently requires remedial action;

Now, therefore, be it resolved that

The ICSOM Governing Board appoint a committee to explore all aspects of minority group membership in orchestras, including the history thereof and the avenues available for increasing that membership.

Congress of Strings Scholarship

It was proposed that we fund a Congress of Strings scholarship for a minority student. In the recent past we have created two COS scholarships: one is a memorial to George Zazofsky, ICSOM's first Chairman, and the other is a memorial to Ralph Mendelson, who also served as ICSOM Chairman. The cost of each scholarship is $600.

A motion carried unanimously that ICSOM create a Congress of Strings scholarship for the purpose of helping to fund a minority participant in the Congress of Strings (Motion #26, Anderson/McCarty).

Lew Waldeck suggested that we leave it to the ICSOM Executive Committee to determine how this scholarship is to be administered. ICSOM should participate in the selection of the candidate.
Relationship between ICSOM Orchestras and Local Unions

President Larsen read a Governing Board resolution (Resolution #4) concerning the relationship between ICSOM constituent orchestras and their Local Unions. He noted that over the years our relationships with Local Unions have improved; funds have been forthcoming to orchestras in many cases for negotiations, grievances, arbitrations, and ICSOM Delegate expenses. However, there are still situations where help has not been given. ICSOM deplores these failures to help and cooperate. We want to ask the AFM to investigate any unacceptable situations, noting that our orchestras require at least money for the items he specified (negotiations, grievances, arbitrations, and ICSOM Delegate).

Delegates discussed the situations in various Local Unions, especially those indicated in the resolution as examples of problem areas. It was agreed that the Structure Committee already named would also be investigating these matters.

A motion carried unanimously to adopt Resolution #4 concerning the relationship between ICSOM constituent orchestras and their Local Unions (Motion #27, McCarty/Tuma).

Resolution #4 read as follows:

Whereas, over the years, many ICSOM constituent orchestras have seen significant improvement in the relationship between the orchestra, its members, and its Local Union, and

Whereas, the practical manifestation of said improved relationship includes the providing of funds by the Local Union to the orchestra for such vital functions as negotiations, grievance, and arbitration, payment of ICSOM dues, and payment of the expense of sending one or more delegates to the annual ICSOM Conference, and

Whereas, nevertheless there are still Local Unions (e.g. Seattle, New Jersey, Oklahoma, and San Francisco) which have failed and refused to help their orchestras in one or more of the above-mentioned ways or have otherwise failed and refused to cooperate with their orchestras,

Now, therefore, be it resolved that

ICSOM request the AFM to investigate the unacceptable situations mentioned above, and any other similar situations elsewhere, and to use every effort to assure that the offending Local Unions are required, at least, to provide their orchestras with the funds to obtain competent representation in negotiations, grievance, and arbitration proceedings, and to provide the funds necessary to pay the expenses of at least one, and preferably two, delegates to the annual ICSOM Conference.
Data Gathering

Richard Decker (Syracuse Symphony) said he wanted copies of any questionnaires our orchestras had sent out to other orchestras (the original questionnaire, not the results). He also asked for any questions that we want information about. These items should be sent to Decker within the next month.

Site and Dates for 1988 ICSOM Conference

An invitation was presented by Lois Carson on behalf of the Buffalo Philharmonic to host the 1988 ICSOM Conference in Buffalo, NY. The Conference indicated its unanimous acceptance of this offer.

Burrell reminded us that we attempt to schedule our meetings in union hotels and in states that have ratified the ERA.

Dates of the next Conference were discussed. We usually meet at the end of August, but we prefer not to include the Labor Day weekend in our meeting schedule. The Wednesday through Sunday format will be continued.

An informal poll revealed that the best time for most orchestras would be August 17-21. The final decision will be up to the discretion of the Executive Committee.

Larsen thanked us for coming to Salt Lake City for this year's Conference, noting that although Utah is a right-to-work state, the Utah Symphony has always had 100 per cent union membership. The Conference applauded.

Instrument Insurance

Retired musicians do not always have access to our group insurance policies; instrument insurance can be prohibitively expensive. Secretary Griffin had done some research about this; she felt that ICSOM might look for better alternatives for retiree instrument coverage. Retirees could be an asset to an insurance group by increasing its size and by offering lower risks.

John Glasel, President of Local 802 in New York City, said that his Local Union gets good rates from Clarion. This same insurance is available if one has a membership in Chamber Music America (cost of membership: $25). Another company which might be investigated is Sterling and Sterling. (Merz-Heuber in Philadelphia was an additional suggestion provided later.)

Burrell suggested that we ask Lucinda-Lewis, New Jersey Symphony ICSOM Delegate, to take charge of investigating this matter.
ICSOM Directory

Michael Nutt (Los Angeles Philharmonic) gave information about updates of the new ICSOM Directory. Nutt was in charge of producing the new Directory, assisted by David Angus (Rochester Philharmonic). Change-of-address cards were provided for distribution by delegates with the new Directories; these cards should be sent to Nutt as changes occur, so that his files can be kept current.

Nutt and Angus were thanked for their work on the ICSOM Directory; all present gave them a round of applause.

San Antonio Symphony Resolution

A resolution concerning the San Antonio Symphony situation (Resolution #5) had been prepared. This statement of support for the musicians of the San Antonio Symphony was adopted by acclamation (Motion #28).

Resolution #5 read as follows:

Whereas, the San Antonio Symphony Society has engaged in an irresponsible lockout of the musicians of the San Antonio Symphony Orchestra, including the cancellation of the 1987-88 season, and

Whereas, the courageous members of the San Antonio Symphony Orchestra have demonstrated their resolve to fight such actions by the Society by engaging in their own fund-raising campaign in an attempt to provide the San Antonio community with the finest in great music, and

Whereas, ICSOM and its constituent orchestras deplore the conduct of the Society and applaud the efforts of the musicians,

Now, therefore, be it resolved that

ICSOM, its constituent orchestras and their members express their condemnation of the actions of the San Antonio Symphony Society and their full support and admiration for the musicians of the San Antonio Symphony and their valiant efforts to carry on the vital function of providing great music to the San Antonio community through the creation of Orchestra San Antonio for now and in the future.
Tom Hall: Remarks

Tom Hall thanked those who had helped to provide him with material for his work on the ICSOM history document. He especially thanked Randy Baunton (Seattle Symphony) for providing additional back issues of Senza Sordino. He said he had encountered problems in getting complete data for certain parts of the history, and apologized for any omissions. Hall urged us to forward to him any more information that we may discover. He said he would also welcome any additional back issues of Senza Sordino.

Hall noted that the presence of the IEB at these meetings was gratifying. He especially thanked Richard Totusek for his parliamentary assistance. In closing, he thanked Chairperson Burrell for her outstanding work.

The Conference applauded.

Chairperson Melanie Burrell: Remarks

Burrell said that hers had been a fascinating and rewarding job this year. She acknowledged the excellent work of the Executive Committee and the Members at Large, and the expert and always-available help of Counsel. ICSOM delegates, Burrell said, are the most important aspect of this organization, and they are especially appreciated.

She continued by extending her gratitude to Henry Shaw; she felt that Shaw is one of the most significant people in ICSOM's history. It was important for us to have him here at this Conference, and she expressed the hope that he would return.

The presence of so many members of the IEB at this Conference was significant for us and was appreciated by Burrell. She said we were fortunate to be able to hear both from AFM President Fuentealba and from AFM President-Elect J. Martin Emerson.

ICSOM is a strong union of orchestras. We believe in orchestra representation, and we need to hear from delegates. This is especially true where there are problems that we may not be aware of right now. Stronger communication is vital.

Additional Remarks by Participants

John Glasel observed that he was in attendance at this Conference not just on behalf of the IEB, but also on behalf of Local 802 (instead of John Palanchian, who is unable to be with us). He said that he has followed our progress for many years, and that ICSOM
has been an inspiration to others. We are proof that, when musicians get together, progress can be made.

The Conference applauded Glasel.

Richard Levine, for his San Diego Symphony colleagues, thanked all of us for the help that had been given to the San Diego Symphony musicians during their many months of difficulties. He said the letters and the contributions of money were greatly appreciated. Levine received a round of applause.

Mark Schubert, on behalf of the Honolulu Symphony musicians, expressed his thanks for help given to his orchestra during its 16-week strike. Schubert said that the letters were more helpful than we might realize; he also thanked those who had sent financial contributions.

Schubert was applauded by the Conference.

Jay Wadenpfuhl said that his Boston Symphony colleagues sent their thanks for the letters and mailgrams which had been sent to his orchestra during its crisis last Fall. The response from 38 orchestras, which came within two days, was instrumental in helping the orchestra to maintain its determination.

The Conference applauded Wadenpfuhl.

Dick Renna, President of Local 2-197 in Saint Louis, expressed his appreciation for being at our Conference.

Richard Totusek, IEB and President of Local 105 in Spokane, also thanked us. Totusek said he is an employee of all of us and urged us to feel free to call him at any time.

Chairperson Burrell thanked the staff of the AFM Symphony Department for their ongoing help. Lew Waldeck, Lynn Johnson, and Ellen McGlone were acknowledged and thanked for the support that they provide for us.

Secretary Griffin spoke and thanked Penny Anderson, who was absent from the Conference, for her contribution as ICSOM Treasurer and member of the Governing Board. Anderson served as Treasurer during the past 3 years.
John DeJarnett expressed thanks to Tom Hall for his work on the ICSOM history document, The First 25 Years of The International Conference of Symphony and Opera Musicians (ICSOM). DeJarnett said he felt the history was a real highlight of the Conference.

Burrell acknowledged Lisa Allyn, former Utah Symphony ICSOM Delegate, who was present and who had assisted Larry Rice at this Conference.

Finally, Burrell gave special thanks again to Larry Rice for his extraordinary work in coordinating the 1987 ICSOM Conference. She said that he had done a magnificent job which was truly appreciated by all of us.

Rice received a round of applause from the entire Conference.

A motion was made that the 1987 ICSOM Conference be adjourned (Motion #29, Stutsman/Nutt).

The 1987 ICSOM Conference was adjourned.

Nancy Page Griffin
Secretary
October 7, 1987
MOTIONS AND RESOLUTIONS

1987 CONFERENCE
Salt Lake City, Utah

The following motions and amendments carried unless otherwise noted:

1. That there be no smoking in the conference room (Nutt/Seconded by acclamation).

2. To approve the minutes of the 1986 ICSOM Conference as corrected (Hall/Moore).

3. To accept all officers' reports (Hall/Moore).

4. That the Conference direct each ICSOM delegate to take on the responsibility of sending a media card to the Federation whenever his/her orchestra does a media event (Nelson/O'Brien).

5. That we include in ICSOM conductor evaluation forms an additional question about re-engagement of a conductor: "Would you hire him/her again; if so, for what position?" (Positions to be listed.) If a large supply of forms is still available, we will complete the use of the forms already printed and make the change in the next printing (Nelson/McCarty).

6. That the Chair appoint a committee to review the conductor evaluation form and make recommendations as to whether the form ought to be re-designed; such committee should have consultation available to it and should report its findings to the 1988 ICSOM Conference (Bocaner/Wadenpfuhl).

7. That ICSOM, in conjunction with the AFM, restate its position on taped resumes, such position to be communicated to musician committees and to managements (White/Nutt).

An amendment to Motion #7 directed the Governing Board and Counsel to prepare a resolution (Resolution #1) re-stating ICSOM's position on the use of resume tapes,
such resolution to state that we advocate and continue
to advocate an open audition policy
(Wadenpfuhl/O'Brien). (See Motion #8.)

8. That Resolution #1 concerning the use of taped resumes be approved (Decker/Schubert).

Resolution #1:

Whereas, in the past, ICSOM and the AFM have approved
and encouraged the use of performance tapes by job
applicants and member orchestras either in lieu of or in
addition to written resumes, and

Whereas, ICSOM and the AFM have now learned that these
tapes are being misused as substitutes for preliminary
live auditions, thereby depriving job applicants of the
opportunity to attend and play live auditions, and

Whereas, neither ICSOM nor the AFM ever sanctioned the
use of such tapes to prevent job applicants from
attending and playing at live auditions,

Now, therefore, be it resolved that

1. ICSOM and the AFM reaffirm their support of the use
   of performance tapes only as an adjunct to written
   resumes;

2. ICSOM and the AFM reaffirm their opposition to
closed auditions and the misuse of performance tapes to
effectuate such closure;

3. ICSOM and the AFM encourage all orchestras to hold
completely open auditions, allowing all applicants who
wish to play a live preliminary audition the opportunity
to do so, including applicants whose written resumes or
tapes may have warranted discouraging them from further
participation.

9. That the Conference adopt Resolution #2 concerning
formation of a Summit Committee of representatives from
ICSOM, ROPA, OCSM, and RMA (Hall/McCarty).

Resolution #2:

Whereas, there is great community of interest with
respect to collective bargaining on local and national
issues among active working musicians in various fields of the music industry within the American Federation of Musicians, and

Whereas, these common interests cannot effectively be determined and advanced without substantial and organized communication among these groups, which are represented by the International Conference of Symphony and Opera Musicians (ICSOM), the Regional Orchestra Players' Association (ROPA), the Organization of Canadian Symphony Musicians (OCSM), and the Recording Musicians Association (RMA), and

Whereas, no formal means of direct communication among these groups presently exists, and

Whereas, the ICSOM Governing Board has, at its 1987 Conference, met with official representatives of ROPA, OCSM, and RMA to discuss the problem of the lack of formal communication and to formulate a solution to it;

Therefore, be it resolved that

A Summit Committee consisting of representatives of the International Conference of Symphony and Opera Musicians (ICSOM), the Regional Orchestra Players' Association (ROPA), the Organization of Canadian Symphony Musicians (OCSM), and the Recording Musicians Association (RMA) chosen by each organization be formed, which Summit Committee shall immediately arrange for formal sharing of pertinent written information and which Summit Committee shall meet during each year at mutually agreeable times and places.

10. To approve the proposed amendment to ICSOM Bylaws, Article IV, Section 5, which adds Member at Large of the Governing Board to procedure for filling temporary vacancies on Governing Board (Decker/Hall).

Article IV, Section 5 shall be amended to read as follows:

In the event of a vacancy in the office of Chairperson or President, the remaining Chairperson or President shall assume the duties of both offices until an election is held at the next regular meeting of the organization. In the event of a vacancy of the Secretary, Treasurer, Editor of Senza Sordino, or Member at Large of the Governing Board, a replacement will be selected by the Executive Committee to serve during the
Motions 1987-4

temporary period until the next regular meeting of the organization, at which time a member shall be elected who shall serve out the term of office, if any, of the originally elected officer.

11. To approve a proposed amendment to ICSOM Bylaws, Article V, adding a new provision describing the Membership Committee (Moore/Stutsman).

A new provision shall be added to Article V, under a heading "Membership Committee", and shall read as follows:

Section 8. The Membership Committee shall be composed of the President, the Secretary, and one Member at Large selected by the Executive Committee. The Membership Committee shall meet at such times as necessary pursuant to the applicable provisions of Article III herein.

12. To approve a proposed amendment to ICSOM Bylaws, Article IV, Section 4, adding language stating that ICSOM officers, including Governing Board, must remain members of the AFM while serving in office (Decker/White).

Article IV, Section 4, shall be amended to read as follows:

Any member in an orchestra belonging to ICSOM may be elected to office (and to the Governing Board) provided that he/she may serve only so long as he/she shall remain a member of the American Federation of Musicians, a member of a constituent orchestra, and does not assume any managerial or supervisory functions. No more than one member from any one orchestra may serve as an officer at the same time.

14. To postpone indefinitely Motion #13 stating that AFM membership is required of all delegates to meetings of ICSOM (McCarty/O'Brien).

15. To approve a proposed amendment to ICSOM Bylaws, Article VIII, Section 4. (b), (Emergency Relief Fund) which would clarify wording so that loans to orchestras during emergencies other than strikes or lockouts are more clearly included; terms for repayment would be the same.
as those that apply to strike or lockout situations (Decker/LeVeck).

Article VIII, Section 4. (b) shall be amended to read as follows:

Member orchestras whose dues are fully paid and who have no outstanding loans from the Fund may borrow up to 15 per cent of the cash balance in the Fund as of the previous July 31. Such loans shall be interest free for one year from the date the contract is settled, or from the resolution of the emergency giving rise to the loan, and thereafter, borrowing orchestras shall be charged at the then current prime rate per annum.

As provided in ICSOM Bylaws, Article X, Section 2, this amendment shall be referred to member orchestras for ratification.

16. To approve a proposed amendment to ICSOM Bylaws, Article VIII, Section 3, concerning an increase in dues (McCarty/Carson).

This motion was later withdrawn. (See Motion #17.)

Motion #16 was amended to reinstate a dues category of $20 for those orchestras earning less than $15,000 per player per year (Wadenpfuhl/Stutsman).

An amendment to the preceding amendment changed the dues to $24 for those orchestras earning less than $15,000 per player per year (Levine/Muggeridge).

This amended amendment was defeated.

Motion #16 was again amended to provide for a dues category of $20 for those orchestras earning less than $15,000 per player per year (Angus/Couch).

This amendment carried.

17. To withdraw Motion #16 as amended, and to refer the matter to the Governing Board with instructions to bring it back to the Conference this afternoon (Saturday, August 22) (McCarty/Moore).

This motion was not acted upon. (See Motion #18.)
18. To refer to the Governing Board the proposed ICSOM Bylaw amendment concerning a dues increase, with a request that the Governing Board study the matter and report back later in the Conference with its suggestions (McCarty/Anderson). (See Motion #24.)

19. That we retain the firm of Leibowitz and DuBrul for the coming year at the current fee (McCarty/White).

20. That ICSOM shall appoint a committee to study what paths are available and possible for ICSOM orchestras to take which will lead to more effective and cost-effective representation of ICSOM orchestras within the AFM. This committee shall be made up of members representing various viewpoints. The committee shall ascertain what problems, if any, orchestras experience in the relationship with their locals (Hemphill/DeJarnatt).

Motion #20 was amended to direct the committee to present a preliminary report within six months by special bulletin (or in Senza Sordino) and a complete report at the 1988 Conference (Hemphill/McCarty).

21. To accept the Membership Committee's recommendation that the Florida Orchestra (Tampa Bay) be admitted as an ICSOM member orchestra (Levine/DeJarnatt).

22. To adopt a resolution concerning appointment of a committee to explore all aspects of minority group membership in orchestras (McCarty/Anderson).

Motion #22 was tabled. (See Motion #23.)

23. To table Motion #22 until a written copy of the resolution is prepared and distributed to delegates for their examination (Moore/McCarty). (See Motion #25.)

24. To approve a proposed amendment to ICSOM Bylaws, Article VIII, Section 3, concerning an increase in dues as revised by the Governing Board (White/ No second required).

Article VIII, Section 3, shall be amended to read as follows:

Section 3. Member orchestras shall pay annual dues according to the following schedule:
Section 3. (a) Where the guaranteed minimum salary is under $23,000, dues shall be the number of players times $25, except that those orchestras which on the date of ratification of this amendment earn less than $16,000 per player per year will pay $20 until such time that the minimum salary exceeds $16,000.

Section 3. (b) Where the guaranteed minimum salary is at least $23,000 but less than $40,000, dues shall be the number of players times $30.

Section 3. (c) Where the guaranteed minimum salary is $40,000 or over, dues shall be the number of players times $38.

As provided in ICSOM Bylaws, Article X, Section 2, this amendment shall be referred to member orchestras for ratification.

25. To adopt Resolution #3 concerning appointment of a committee to explore all aspects of minority group membership in orchestras (McCarty/Carson).

Resolution #3:

Whereas, ICSOM is acutely aware of the absence of significant numbers of minority group musicians in its constituent symphony, opera, and ballet orchestras; and

Whereas, this absence has, for virtually all the years of ICSOM's existence, been a great concern to ICSOM and musicians in its member orchestras; and

Whereas, notwithstanding the efforts of ICSOM and some orchestras to increase the number of minority group members through various programs designed to attract and train such musicians for orchestra careers, such efforts have not resulted in appreciable change; and

Whereas, ICSOM feels this situation urgently requires remedial action;

Now, therefore, be it resolved that

The ICSOM Governing Board appoint a committee to explore all aspects of minority group membership in orchestras, including the history thereof and the avenues available for increasing that membership.
26. That ICSOM create a Congress of Strings scholarship for the purpose of helping to fund a minority participant in the Congress of Strings (Anderson/McCarty).

27. To adopt Resolution #4 concerning the relationship between ICSOM constituent orchestras and their local Unions (McCarty/Tuma).

Resolution #4:

Whereas, over the years, many ICSOM constituent orchestras have seen significant improvement in the relationship between the orchestra, its members, and its Local Union, and

Whereas, the practical manifestation of said improved relationship includes the providing of funds by the Local Union to the orchestra for such vital functions as negotiations, grievance, and arbitration, payment of ICSOM dues, and payment of the expense of sending one or more delegates to the annual ICSOM Conference, and

Whereas, nevertheless there are still Local Unions (e.g. Seattle, New Jersey, Oklahoma, and San Francisco) which have failed and refused to help their orchestras in one or more of the above-mentioned ways or have otherwise failed and refused to cooperate with their orchestras,

Now, therefore, be it resolved that

ICSOM request the AFM to investigate the unacceptable situations mentioned above, and any other similar situations elsewhere, and to use every effort to assure that the offending Local Unions are required, at least, to provide their orchestras with the funds to obtain competent representation in negotiations, grievance, and arbitration proceedings, and to provide the funds necessary to pay the expenses of at least one, and preferably two, delegates to the annual ICSOM Conference.

28. To adopt Resolution #5 concerning the San Antonio Symphony Situation (adopted by acclamation).

Resolution #5:

Whereas, the San Antonio Symphony Society has engaged in an irresponsible lockout of the musicians of the San Antonio
Motions 1987-9

Symphony Orchestra, including the cancellation of the 1987-88 season, and

Whereas, the courageous members of the San Antonio Symphony Orchestra have demonstrated their resolve to fight such actions by the Society by engaging in their own fund-raising campaign in an attempt to provide the San Antonio community with the finest in great music, and

Whereas, ICSOM and its constituent orchestras deplore the conduct of the Society and applaud the efforts of the musicians,

Now, therefore, be it resolved that

ICSOM, its constituent orchestras and their members express their condemnation of the actions of the San Antonio Symphony Society and their full support and admiration for the musicians of the San Antonio Symphony and their valiant efforts to carry on the vital function of providing great music to the San Antonio community through the creation of Orchestra San Antonio for now and in the future.

29. That the 1987 ICSOM Conference be adjourned (Stutsman/Nutt).

The following motion was postponed indefinitely:

13. To approve a proposed amendment to ICSOM Bylaws, Article VI, Section 2. (a) adding language requiring AFM membership for delegates to meetings of ICSOM (Moore/Stutsman).

Article VI, Section 2. (a) shall be amended to read as follows:

Delegates to meetings of ICSOM must be members of the American Federation of Musicians and shall be selected by secret ballot by American Federation of Musicians members in each constituent orchestra. Only one shall be the Voting Delegate. The Member Orchestra will determine for itself the degree of representational authority its voting delegate may assume.

Nancy Page Griffin
Secretary
September 10, 1987