

ICSOM History by Year

1962-1963

On May 12 and 13, 1962, a “Symposium of Symphony Orchestra Delegates” was held in Chicago. The meeting was called in preparation for a symposium of orchestra representatives and local union officials to be convened at the invitation of the American Federation of Musicians in June. Orchestras had found a similar AFM symposium in New York in July 1960 unproductive and wanted to present a unified point of view at the upcoming meeting in June. Although the June meeting was canceled prior to the May symposium (and later rescheduled for October), these musicians still felt the need to meet and address problems in common. Of 26 major orchestras invited, 12 orchestras were represented: Boston, Chicago, Cincinnati, Cleveland, Indianapolis, Los Angeles, Metropolitan Opera, New York, Philadelphia, Pittsburgh, Saint Louis, and Toronto. Joseph Golan of the Chicago Symphony was the acting chairman; Wayne Barrington served as acting secretary.

There was agreement on the need for a symphony newsletter and for annual conferences of symphony orchestra representatives. A resolution called upon the AFM to convene symphony orchestra delegates for the purpose of drafting proposals, to be presented for adoption by the AFM convention, establishing an AFM symphony department, granting orchestra musicians the right to form committees and conduct their own affairs (subject to AFM bylaws), and granting orchestra musicians the right to ratify (confirm approval of) the terms and conditions of their collective bargaining agreements.

Other topics of discussion included an orchestra strike fund, touring conditions, personal contracts and over-scale payments, probation and tenure, audition and dismissal procedures, and an industry-wide pension plan. A committee was appointed to study the entire field of electronic exploitation of music.

On September 6-8, 1962, following up the Chicago meeting and in anticipation of the rescheduled AFM symposium in New York in October, representatives of fifteen orchestras convened in Cleveland and formally established the International Conference of Symphony and Opera Musicians. George Zazofsky of the Boston Symphony was elected chairman. Orchestras represented were Baltimore, Boston, Chicago, Cincinnati, Cleveland, Detroit, Indianapolis, Metropolitan Opera, Minneapolis (now Minnesota), New York, Philadelphia, Pittsburgh, Rochester, Saint Louis, and Toronto.

A statement of purpose was formulated:

The International Conference of Symphony and Opera Musicians is an association of professionals whose concerns and efforts are dedicated to the promotion of a better and more rewarding livelihood for the skilled performer and to the enrichment of the cultural life of our society. It is further an objective to direct continuous cooperative efforts within the framework of the American Federation of Musicians of the United States and Canada.

Following extensive discussion, a resolution called for the establishment of an AFM symphony, opera, and ballet department, and a formal request was made of the AFM International Executive Board to recommend, and to exert every influence to ensure, the principle of contract ratification at the local level. Dismissal procedures and arbitration were discussed at length, cases of indiscriminate dismissal being a particular concern in Minneapolis and Philadelphia. There was much discussion of the role of the Federation in addressing problems of “local autonomy.” National recording, radio, and television contracts were discussed, and a committee was appointed to survey orchestra activity in this area. Committees were also appointed to examine job security, personal contracts, touring conditions, and to formulate a code of ethics for conductors. Telegrams of support were sent to the Chicago Symphony (facing cancellation of season) and Montreal Symphony (negotiating).

AFM secretary Stanley Ballard, representing AFM president Herman Kenin, attended on September 7, expressed shock and amazement at the tone of some remarks, issued a plea for “friendly” discussions, and urged ICSOM to work with the Federation in solving problems.

The AFM symposium held October 23-24 at the Waldorf Astoria Hotel in New York City found AFM president Herman Kenin asserting the principle of “local autonomy” in the matter of contract ratification. Also discussed, with no action taken, were dismissals, conductors, an AFM symphony department, recording, orchestra committees, pensions, and government support for the arts. The post-symposium consensus of orchestra delegates was that little had been accomplished.

The first issues of the inter-orchestra newsletter, *Senza Sordino*— “without mute,” a name suggested by Chicago Symphony flutist Joane Bennett—were published by Robert Coleman of the Chicago Symphony in January, March, and May 1963. Major articles included reports the AFM meetings in July 1960 and October 1962, and the ICSOM meetings in May and September 1962; the arbitrary dismissal of Philadelphia Orchestra violinist Schima Kaufmann; events leading up to, including, and following the ouster of Chicago union boss James Petrillo; a wage chart for 24 orchestras; unemployment compensation; and orchestra news. Much space in the third issue was devoted to the Cleveland Orchestra’s problems with its local, which had negotiated a secret contract with management, approved a contract overwhelmingly rejected by the players, forbidden any collection of funds by the players, preferred charges against sixteen musicians active on committees, and withdrawn recognition of the orchestra committee. The AFM again cited local autonomy.

1963-1964

Delegates convened June 6-8, 1963, at the Manger Hotel in Rochester, New York. Represented were Baltimore, Boston, Buffalo, Chicago, Cincinnati, Cleveland, Detroit, Indianapolis, Los Angeles, Metropolitan Opera, Minneapolis, National (Washington DC), New York, Philadelphia, Rochester, Saint Louis, San Francisco, and Toronto.

A full slate of five officers was elected. A committee was appointed to draft proposed amendments to AFM bylaws Article XXII (now Article XX, dealing with symphony orchestras). A resolution, prepared by Chicago, empowered and authorized the ICSOM executive committee to demand that the AFM allow it to participate in phonograph recording negotiations and that only musicians affected be allowed to ratify resulting contracts. The regrettable practice of one orchestra undercutting another due to different local pay scales for recording was discussed.

Other action included further advocacy of an AFM symphony department, clarification of the status of *Senza Sordino*, preliminary action to create ICSOM bylaws, and extension of ICSOM membership to all orchestras with collective bargaining agreements. Delegates moved to support inclusion of a non-discrimination clause in every orchestra contract.

Much of the conference of September 5-7, 1963, held in Saint Louis at the Hotel Mark Twain, was devoted to preparing bylaws, initially drafted by the executive committee, for presentation to orchestra musicians for ratification. Attending were Boston, Chicago, Cincinnati, Cleveland, Detroit, Los Angeles, Metropolitan Opera, Minneapolis, National, New York, Saint Louis, and Toronto. San Antonio sent a non-voting observer.

Committee revisions of AFM bylaws Article XXII were regarded as too comprehensive and far-reaching for conference action and remained under study. Other topics addressed were year-round employment and job security, establishment of an AFM symphony department, and topics for the executive committee to discuss with AFM president Kenin before upcoming recording negotiations. A resolution was passed demanding government aid to symphony orchestras and enlisting the efforts of President Kenin to this end.

The Saint Louis conference was followed on October 29-30 by a third AFM symposium in New York City, at the Park Sheraton Hotel. A special bulletin from *Senza Sordino* before the meeting called for ratification at the local level and an end to the AFM’s invoking local autonomy as a reason for non-

intervention in issues of basic rights. The bulletin also called for action on job security and dismissals. In addition to these two topics, agenda items that received the most discussion at the New York symposium were recording and media, an AFM symphony department, strike funds, touring conditions, and the role of personnel managers.

There were only two issues of *Senza Sordino*, dramatically reduced in size and content, filled mostly with information from member orchestras: 52 weeks attained in a new Philadelphia contract, Saint Louis players' participation in selection of their music director, and the National Symphony strike. The special bulletin and the April 1964 issue introduced the Bob Danielson case: the dismissal of the committee spokesman in the San Antonio Symphony Orchestra. Danielson filed charges with the AFM against the local for failing to defend him; the AFM dismissed the charges.

Much correspondence among the ICSOM executive committee addressed mobilizing support for the National Arts and Cultural Development Act, distribution and ratification of ICSOM bylaws by orchestras, and conference planning.

1964-1965

Delegates convened at the Manger-Hamilton Hotel in Washington DC from September 10 to September 12, 1964. Represented were Baltimore, Boston, Buffalo, Chicago, Cincinnati, Cleveland, Detroit, Indianapolis, Los Angeles, Metropolitan Opera, Minneapolis, National, New York, Saint Louis, Montreal, and Toronto.

Proposals for revising AFM bylaws Article XXII (symphony orchestras) were discussed; there was still lack of agreement on wording, and the matter was referred to committee. A resolution called for the creation of a committee to promote and support federal agencies and legislation beneficial to symphony and opera musicians; another resolution urged appointment of the ICSOM chairman to the newly established National Council on the Arts. Adequate union protection for transfer members was discussed. Proposals for a national strike fund were considered, and an ICSOM bylaw establishing an Emergency Relief Fund was drafted for referral to the membership for ratification. It was noted that ICSOM representatives had been allowed to observe recording negotiations and had later become actually involved in talks. A resolution called for the AFM to work to eliminate European recording by American conductors and recording companies. Problems with *Senza Sordino* were noted and improvements suggested. To serve as a repository for contracts and to provide quick dissemination of information, a Contract and Rapid Communications Center (CRCC) was created, based in Baltimore. A committee for contact with foreign orchestras was established.

A press release reaffirmed ICSOM's professional goals: year-round employment; wages "equal to that of professors in leading universities"; reasonable job security; adequate vacation, pension, paid sick leave, and medical coverage; and increased numbers of orchestras, with sound public support for them.

Again, only two small issues of *Senza Sordino* were published, with orchestra news predominating. Of special note was the Metropolitan Opera musicians' unanimous rejection of a contract negotiated for them by Local 802.

Correspondence during the year dealt with new federal legislation in support of the arts, soliciting wage chart information, encouraging non-member orchestras to join ICSOM, and conference planning.

1965-1966

The conference held from September 2 to September 4, 1965, at the University of Toronto was attended by delegates from Boston, Buffalo, Chicago, Cincinnati, Cleveland, Detroit, Houston, Indianapolis, Los Angeles, Metropolitan Opera, Minneapolis, National, New York, Philadelphia, Pittsburgh, Saint Louis,

and Toronto, with non-voting observers from New Haven and Vancouver. The Houston Symphony sent a representative and was granted membership.

J. Alan Wood, member of the AFM International Executive Board (IEB), attended this conference.

Chairman Zazofsky noted the virtual disappearance of ratification problems since ICSOM's formation and advocacy. Delegates voted to establish and solicit money for an Emergency Relief Fund, to join the American Symphony Orchestra League, to send an ICSOM delegate to the next AFM convention, to send the executive committee to meet with AFM president Kenin and the IEB to resolve orchestra problems on a national basis, and to seek conference status within the AFM. The conference went on record opposing exchange of services in lieu of compensation for recording and urged the AFM to oppose this practice. The roles of the personnel manager and union steward were again examined. The government subsidy committee reported on the National Foundation on the Arts and Humanities Act and other legislation.

Four issues of *Senza Sordino* were published in a new and larger newsprint format. Major entries were a report on the establishment of the National Foundation on the Arts and Humanities, a detailed chart of wages and working conditions in 26 orchestras, extensive reports of negotiations in Saint Louis and Minneapolis, and a report of the April 1966 meeting of the ICSOM executive meeting with AFM president Kenin. Recognition of ICSOM was evident in reprints of major articles in the Boston *Globe* and Toronto *Star*.

Correspondence addressed increasing membership, ICSOM finances, setting up the Emergency Relief Fund, and conference planning. There were also contacts with orchestras in England and Australia. During this season, ICSOM joined the American Symphony Orchestra League and sent representatives (from the Saint Louis Symphony) to the League's annual convention. ICSOM secretary Roy Cox addressed attendees; a report was submitted to the 1966 conference.

1966-1967

The annual conference expanded to four days in 1966, being held September 1-4 at the Hollywood (CA) Roosevelt Hotel. Member orchestras represented were Baltimore, Boston, Buffalo, Chicago, Cleveland, Detroit, Houston, Indianapolis, Los Angeles, Metropolitan Opera, Minneapolis, National, New York, Philadelphia, Pittsburgh, Saint Louis, San Francisco, and Toronto; Cincinnati was on tour. Kansas City and Seattle became new members. Observers came from Dallas, Honolulu, and Nashville.

AFM IEB member J. Alan Wood attended and addressed delegates.

Delegates voted opposition to mandatory retirement and urged AFM support in this stance. There being no unity on recommending revisions to AFM bylaws Article XXII, implementation and presentation of revisions was left to the ICSOM executive committee, which decided to send copies of the current revision proposal to orchestra members for approval. Concern was expressed over orchestra splitting and compulsory air travel. Committee reports recommending guidelines for personnel managers and shop stewards and suggesting minimum standards for run-outs were presented and accepted. The executive committee was instructed to ask AFM president Kenin to re-open the Bob Danielson case. Concerns over ICSOM's financial health led delegates to approve increased assessments.

On October 14 and December 1, 1966, in New York City, and on January 26, 1967, in West Palm Beach, Florida, officers of ICSOM met with AFM president Herman Kenin and other members of the IEB to discuss matters of importance to ICSOM: the revision of AFM bylaws Article XXII, the possibility of ICSOM existing as a national local within the AFM, abolition of the three-year transfer law, an AFM strike fund for symphony orchestras, financial support for ICSOM from the AFM, an AFM program to educate local officers, and conference status for ICSOM. Zazofsky also met with Kenin and IEB members on March 6 to discuss a symphony strike fund.

A special meeting of ICSOM officers and delegates was held in Cleveland in July 1967 to discuss radio taping compensated by payment to pension and sustaining funds. Attending were representatives from Boston, Chicago, Cleveland, Detroit, National, New York, Minneapolis, Philadelphia, and Saint Louis.

Senza Sordino appeared in its new and still-established format, created by editor David Smiley, of the San Francisco Symphony Orchestra. Major stories were about strikes and lockouts in Philadelphia, Kansas City, Indianapolis, and Los Angeles; the 1966 conference of the American Symphony Orchestra League; the first Ford Foundation grants to symphony orchestras (in excess of \$80 million), a major factor in longer seasons and improved wages; Cincinnati's world tour; meetings of the ICSOM executive committee and the AFM IEB in October and December 1966 and January 1967; a proposed conductor evaluation program; and the annual chart of wages and working conditions. Chairman Zazofsky used newsletter space to report on the three meetings of the ICSOM executive committee and the AFM International Executive Board. He noted that while ICSOM officers were invited at AFM expense to discuss their grievances, the IEB voted to prohibit orchestras from discussing AFM bylaws revisions because they were "not in the best interests of the AFM." Zazofsky's conclusion was that ICSOM needed a lawyer to assist in dealing with the IEB.

Correspondence during the year addressed, among other matters, ICSOM's financial straits, the meetings with AFM officers, and prospective new members for ICSOM.

1967-1968

The 1967 conference was held at the Hotel Rice in downtown Houston September 2-5. Attending were Baltimore, Boston, Buffalo, Chicago, Cincinnati, Cleveland, Detroit, Houston, Indianapolis, Kansas City, Los Angeles, Minneapolis, National, Philadelphia, Pittsburgh, Saint Louis, San Francisco, Seattle, and Toronto. The Metropolitan Opera, New York, and Rochester were absent. Observers came from Dallas, New Orleans, and San Antonio. Honolulu became a new member.

AFM IEB members J. Martin Emerson and J. Alan Wood were present at this conference.

Delegates empowered the ICSOM executive board to work within the AFM to try to implement the following: an AFM strike fund for symphony musicians; representation of symphony musicians at the highest level of the AFM; removal of restrictions on discussing matters affecting legislation of the AFM; incorporation into the AFM bylaws of the rights of orchestras to form committees, participate in contract negotiations, be represented by legal counsel of choice, and ratify contracts; an IEB review of the Bob Danielson case—Danielson attended the conference and addressed delegates—and similar cases; and establishment of price minimums for radio broadcasts and tapes, especially those funding pension trusts. The AFM was urged to bring an end to service conversion for recording work. The ICSOM executive committee was empowered to retain legal counsel of its choice. A conductor evaluation program was approved, and a code of ethics for conductors was approved with hope of its incorporation into AFM bylaws.

Members of the ICSOM executive committee met with members of the AFM IEB in New York City on November 30, 1967, to discuss matters brought up at the annual conference: establishment of a strike fund, the inclusion in the AFM bylaws of the right of orchestras to ratify contracts, the right of orchestras to use legal counsel of their choice in negotiations, payment for recording and taping, and the situation in San Antonio. Shortly after this meeting, AFM president Kenin sent an AFM traveling representative and a personal assistant to San Antonio, resulting in the local's understanding that contract negotiations would proceed with the input of the orchestra committee, and with the reinstatement of Bob Danielson in the San Antonio Symphony. This appeared to be a satisfactory resolution of a long and difficult struggle and a validation of ICSOM's efforts to address a repressive local situation through contact with the Federation.

ICSOM officers and IEB members also met in New York City on April 20 and in Shreveport, Louisiana, on June 11 to discuss ICSOM-AFM relations and ICSOM's becoming an official conference of the Federation.

Major stories in *Senza Sordino* covered an exchange program between players from the Boston Symphony and the Japan Philharmonic, a seven-week lockout in San Francisco, a November 30 meeting of the ICSOM and AFM officers to discuss the items mandated at the ICSOM conference, settlements in New York and Dallas, orchestra life in Sweden and Amsterdam, the new conductor evaluation program, and the annual wage chart.

Correspondence during the year addressed the San Antonio situation and the meetings with the IEB, solicited dues and chart information, communicated with prospective new member orchestras, and arranged for the upcoming annual conference.

1968-1969

Delegates convened in Detroit from August 31 to September 3, 1968. Represented were Baltimore, Boston, Buffalo, Chicago, Cincinnati, Cleveland, Detroit, Honolulu, Houston, Indianapolis, Kansas City, Los Angeles, Metropolitan Opera, Minneapolis, National, New York, Philadelphia, Pittsburgh, Rochester, Saint Louis, San Francisco, Seattle, and Toronto. Seven orchestras were admitted to membership: Dallas, Denver, Montreal, New Orleans, New York City Ballet (absent), San Antonio, and Vancouver. The Chamber Orchestra of Philadelphia (absent) was provisionally granted membership but apparently never joined. Several officers of local unions also attended.

Member orchestras reported on problematic situations and negotiations. New York labor lawyer I. Philip Sipsler, earlier engaged by the ICSOM executive board as interim counsel and subsequently retained as ICSOM counsel by the delegates on a month-by-month basis, addressed the conference on ICSOM-AFM relations, advocating ICSOM's seeking conference status within the AFM. With retention of an attorney, dues were doubled to \$6-\$8-\$10. ICSOM bylaws were amended to conform to AFM bylaws so that ICSOM might become an official conference. ICSOM adopted a policy of refusal to perform compositions when orchestra parts were illegible and voted to communicate this policy to publishers, rental libraries, composers' organizations, and orchestra managements.

A meeting of ICSOM officers and IEB members was held in New York City on January 21, 1969, to develop plans for an ICSOM-AFM strike fund. A meeting of ICSOM officers and orchestra delegates was held on March 4, 1969, to discuss upcoming phonograph agreement negotiations. Represented were Boston, Chicago, Metropolitan Opera, Minneapolis, New York, Philadelphia, Saint Louis, and (via telephone) Los Angeles and San Francisco.

Only three issues of *Senza Sordino* were published—in distinctive blue—during this season. Major articles were about strikes in Baltimore and Cincinnati; a review of the Danielson case ending with news of Danielson's recent reinstatement as a member of the San Antonio Symphony; a Buffalo Philharmonic summer project by musicians to provide free instruction to young black students; a capsule history of ICSOM; the meeting of ICSOM delegates and AFM officers in March 1968 to discuss union proposals for upcoming recording negotiations; dismissals and non-renewal problems in Honolulu and, despite earlier optimism, in San Antonio; arbitration proceedings in six ICSOM orchestras; and the annual comparison chart.

Correspondence was concerned with starting up the new conductor evaluation program, preparing for negotiations of a new phonograph recording agreement, and considering the ramifications of AFM convention status. Of special note is an exchange of letters by ICSOM officers debating whether legal counsel should be retained and whether ICSOM should stay with or disaffiliate from the Federation.

ICSOM was given official AFM conference status on January 21, 1969.

1969-1970

The Lord Baltimore Hotel in Baltimore was the scene of the 1969 ICSOM conference from August 30 to September 1. Orchestra delegates came from Baltimore, Chicago, Cincinnati, Cleveland, Dallas, Denver, Detroit, Honolulu, Indianapolis, Kansas City, Metropolitan Opera, Minnesota (formerly Minneapolis), National, New Orleans, New York Philharmonic, New York City Ballet, Philadelphia, Pittsburgh, Rochester, Saint Louis, San Antonio, San Francisco, Seattle, Toronto, and Vancouver. The Lyric Opera of Chicago was admitted to membership.

Baltimore local president and IEB member Victor Fuentealba officially represented the AFM.

A letter from the Federation was read confirming ICSOM's official conference status within the AFM as of January 21, 1969, but disappointment and dissatisfaction with AFM attitudes towards ICSOM were expressed by counsel Sipser, chairman Zazofsky, and others. Among the complaints: no progress had been made on a strike fund proposal, the replacement of Gil Rogers by Robert Crothers as AFM president Kenin's assistant on symphony affairs was done without consulting ICSOM, and ICSOM had been allowed only a minimal role in recent recording negotiations. There was discussion pro and con about ICSOM's retaining its newly won conference status. Mr. Fuentealba promised to work for improved communications between ICSOM and the IEB on these matters.

Problems of discipline and dismissal in San Antonio were given much attention. SASO musicians, including Bob Danielson, faced trumped-up management charges in reprisal for their efforts to improve working conditions. Other members' contracts were not renewed. Despite assurances of protection by AFM symphony assistant Gil Rogers, who had negotiated the dismissals provision, the local had ruled against the musicians. The musicians, in turn, had appealed to the Federation, but the appeal had been denied. Delegates called for a letter of support.

Reports were given by delegates from negotiating orchestras. Federal tax legislation and funding for the arts was extensively discussed. The ICSOM governing body was enlarged to include four regional representatives. Sam Denov of Chicago succeeded to the post of chairman to serve out the unexpired term of George Zazofsky, who had retired from the Boston Symphony and who resigned his office at this conference.

Another symposium sponsored by the Federation took place in New York City October 24-25. Topics addressed included pension plans, contract negotiations and bargaining techniques, and the Ford Foundation grants. The ICSOM executive committee met in Chicago on November 30 to discuss San Antonio, orchestras on strike, and the proposed AFM strike fund. The strike fund was the main topic of discussion at a meeting of ICSOM officers and AFM officers in New York City on December 10.

Senza Sordino, increased to five issues, reported on negotiation news, work stoppages, and settlements at National, Met Opera, and Rochester; Cleveland's history of negotiation and ratification; the AFM symphony symposium; federal funding for the arts; the depleted state of the ICSOM treasury; the ongoing repressive situation in San Antonio; development of an AFM strike fund; symphony working conditions in Bulgaria; and the annual comparison chart.

Correspondence during the year dealt with meetings with the IEB, ICSOM finances, membership, and a debate over retaining legal counsel.

1970-1971

The 1970 conference was held at the Ascot House hotel in Chicago September 1-3. Attending were Baltimore, Boston, Buffalo, Chicago, Chicago Lyric Opera, Cincinnati, Cleveland, Denver, Detroit, Honolulu, Houston, Indianapolis, Kansas City, Los Angeles, Metropolitan Opera, Minnesota, National, New Orleans, New York City Ballet, Philadelphia, Pittsburgh, Rochester, Saint Louis, San Antonio, San

Francisco, Seattle, Toronto, and Vancouver. Absent were Dallas, Montreal, and the New York Philharmonic (on tour to Japan). Also absent were Milwaukee and the New York City Opera, both admitted to membership during the preceding year. Syracuse was granted membership at the conference, as was (conditionally) New Haven; no representative from either orchestra was present.

Victor Fuentealba, newly elected AFM vice-president, and Ted Dreher, introduced as the newly appointed head of an AFM Symphony Department, represented the Federation. Hal Davis had succeeded the late Herman Kenin as AFM president.

ICSOM officers noted problems during the previous year: no solutions to the San Antonio situation, lack of AFM consultation with ICSOM during television and radio negotiations, need for better communication between ICSOM officers especially before positions were publicly stated, and inadequate input from orchestras for *Senza Sordino* and the annual comparison chart.

The newly established AFM Strike Fund was extensively discussed, with one orchestra upset that the fund, begun with a \$250,000 loan (essentially a line of credit) from the AFM, would be administered by the AFM and not ICSOM. Counsel I. Philip Sipser spoke on orchestra pension plans and fringe benefits. Committees gave reports on ICSOM-AFM relations, ICSOM's relationship to the public, and services of ICSOM. A standing committee on recording was created. Negotiation reports, always a part of annual conferences, were presented by thirteen orchestras; in response to a recurring theme in these reports, ICSOM went on record as opposing efforts by managements to reduce orchestra sizes by dismissals or by attrition. ICSOM also stated its support for equal rights for women in all employment and especially in symphony, opera, and ballet orchestras. Ralph Mendelson (away on tour) was elected to succeed Sam Denov as chairman of ICSOM.

San Antonio (and Bob Danielson) continued to be a focal point for concerns about job security and local union non-support. Some local rulings against the musicians had been upheld by the IEB. A resolution called upon the AFM to investigate the San Antonio local, symphony association, and conductor to determine what punitive and corrective actions might be taken. Among the actions discussed were urging orchestras not to perform in San Antonio and to not engage Victor Alessandro as a guest conductor.

An AFM symposium on symphony affairs, jointly planned and conducted by Federation and ICSOM officers, was held in New York March 19-20, 1971, and was generally regarded as the most effective and successful of the series. Among the topics addressed were negotiating, the Strike Fund, the federal Partnership for the Arts program, recording, and auditions and dismissals.

Six issues of *Senza Sordino* were filled with news about settlements, especially in Cleveland, Montreal, and Houston; the new AFM strike fund, officially effective September 15; a new conductor evaluation form; a review of improvements in the welfare of orchestras since the founding of ICSOM; a review of the San Antonio situation; chairman Mendelson's extensive response to a *Saturday Review* article by Philip Hart, "The Symphony Strike Season"; a clarification of ICSOM's structure and relationship to member orchestras; federal funding for the arts; Chicago Symphony revolving seating in string sections; the AFM symposium in New York; and Houston Symphony musicians' participation in the selection of a new music director. Also printed was a copy of a letter from the San Antonio orchestra committee informing chairman Mendelson of the orchestra's decision in October to withdraw from ICSOM. Production of the comprehensive annual chart of wages and working conditions was assumed by the AFM, in cooperation with ICSOM, and no longer appeared in *Senza Sordino*.

Correspondence addressed membership in ICSOM (and the withdrawal of two member orchestras), soliciting material to appear in *Senza Sordino*, and conference planning. There was much exchange of ideas about the direction ICSOM should follow and the services it should provide; of significance was editor Vance Beach's suggestion to publish an ICSOM directory. Communication was also established with the newly founded Australasian Conference of Symphony and Opera Musicians (ACSOM).

1971-1972

In 1971 delegates convened at the Olympic Hotel in Seattle from August 31 to September 2. Attending were Baltimore, Buffalo, Chicago Lyric Opera, Cincinnati, Cleveland, Dallas, Denver, Detroit, Honolulu, Houston, Indianapolis, Kansas City, Los Angeles, Minnesota, Montreal, New Orleans, New York Philharmonic, New York City Opera, Philadelphia, Pittsburgh, Saint Louis, San Francisco, Seattle, Toronto, and Vancouver. Absent were Boston (delegate fell ill), Chicago (on tour), Metropolitan Opera, Milwaukee, National, New Haven, New York City Ballet, Rochester, and Syracuse. Atlanta, Oregon, and Winnipeg, all represented, became member orchestras. San Antonio and Toronto, although represented, had voted to withdraw from ICSOM during the previous year.

Attending for the AFM were Vice-president Victor Fuentealba and Symphony Department head Ted Dreher.

Chairman Mendelson summed up many important events: In San Antonio, there was unhappiness about the boycott resolution, and members voted to pull out of ICSOM as a gesture of goodwill toward management, and in response to pressure from management and conductors, hoping to get a better contract; they did not. Relations with the AFM had improved, and the March AFM symphony symposium was the most successful ever; unlike the past, no topic was ruled out of order for discussion. Mendelson had attended the AFM convention. ICSOM's internal communications had improved. A lengthy strike in Cleveland had ended with orchestra capitulation and acceptance of a substandard contract; management's successful tenacity there would make negotiations elsewhere difficult. Mendelson presented an "ICSOM program" of services for consideration; one proposal (adopted) called for distributing *Senza Sordino* to high school and college music students.

Issues related to recording received much attention: phonograph records, cable and pay TV, videocassettes, sales and royalties, copyright law, piracy, service conversion, and foreign recording. A motion carried to express concern to the AFM about lack of enforcement of union recording rules and rates. The ICSOM recording committee outlined an extensive plan for addressing problems and stimulating recording activity and sales. The committee also noted a first-time meeting of ICSOM and AFM representatives and managers, in New York on December 9, to discuss recording.

ICSOM counsel Sipser's lecture on negotiation was considered a highlight and was subsequently transcribed and distributed. Sipser also presented a draft of recommended contract clauses. (Attending his first ICSOM conference with Sipser was Leonard Leibowitz, ICSOM's current legal counsel.) A decision was made to produce a directory of musicians in member orchestras. Arrangements were made to collate and disseminate conductor evaluation information to member orchestras. A committee was created to consider and report on group services ICSOM might offer, including tax-deferred annuities, group insurance, and perhaps a conductor workshop. A fifth regional grouping was established for Canadian orchestras. A report on the American Symphony Orchestra League convention was given by the ICSOM representative from Seattle who attended. Negotiating orchestras gave reports.

Major articles in *Senza Sordino* were about negotiations and settlements, conductor evaluations, new member orchestras, personal profiles of ICSOM officers past and present, a new cable TV contract for the New York City Opera, an out-of-court settlement in the San Antonio case (approximately \$4,000 to each discharged musician-plaintiff), the Chicago Symphony European tour, selection of new music director in Cleveland (not the musicians' choice) and Boston (where conductor evaluations did play a role), a University of Vienna study on stress and musicianship, and tax-sheltered annuities.

1972-1973

Delegates met at the Ritz-Carlton Hotel in Montreal from August 28 to August 31 for the 1972 ICSOM Conference. Represented were Atlanta, Baltimore, Boston, Chicago, Chicago Lyric Opera, Cincinnati,

Cleveland, Dallas, Denver, Detroit, Houston, Los Angeles, Metropolitan Opera, Minnesota, Montreal, National, New Orleans, New York City Opera, New York Philharmonic, Oregon, Philadelphia, Pittsburgh, Rochester, Saint Louis, San Francisco, Seattle, Syracuse, Vancouver, and Winnipeg. Absent were Buffalo, Honolulu, Indianapolis, Kansas City, Milwaukee, New Haven, and the New York City Ballet. North Carolina, not represented, was admitted as a member.

AFM secretary-treasurer Stanley Ballard and Symphony Department head Ted Dreher attended for the Federation. Mr. Ballard addressed the delegates toward the end of the conference.

ICSOM-AFM relations were a major issue. It was noted that while the Strike Fund trustees enjoyed a good relationship, ICSOM officers encountered difficulties, abrasive attitudes, and frictions with AFM officers and AFM counsel Henry Kaiser, particularly in efforts to exempt orchestra musicians from federal wage controls. It was resolved that ICSOM-AFM relations be scrutinized by the ICSOM executive committee, in *Senza Sordino*, at orchestra meetings, and by local unions. Phil Sipser presented a lecture on ICSOM-AFM relations. Sam Denov thought that the Music Performance Trust Fund (MPTF) should be examined, and a committee was appointed for that purpose. Vance Beach had attended the AFM convention; his report noted the Federation's financial difficulties.

The first ICSOM directory had been compiled, and ICSOM officers stressed the importance of the delegate role and of communications between delegates and officers, and between orchestras and ICSOM. Problems in this area were noted, especially in collection of dues, follow-up on conference resolutions, participation in conductor evaluation, and submission of articles for *Senza Sordino*.

The AFM having been unsuccessful in controlling illegal recording activity and rates, the recording committee suggested that ICSOM now prefer charges against violators. Delegates also resolved that the executive committee press charges against conductors and soloists who violated AFM bylaws by recording abroad without permission. Yet another resolution called upon the AFM to abolish pension fund radio taping. The recording committee reported another joint ICSOM-AFM-manager meeting and told of ICSOM's observing and joining in caucuses during negotiation of the new recording contract.

Counsel's newly prepared checklist of contract bargaining problems and sample contract clauses generated extensive discussion of many topics: orchestra splitting, auditions, dismissals, doubling, days off, optional weeks off, artistic advisory committees, and pension plans. A resolution was passed opposing discriminatory mandatory retirement clauses. Negotiation reports also generated discussion on many topics, including revolving seating in string sections. A committee was appointed to examine audition procedures. A musicians-managers-union "partnership for the arts" was advocated to promote beneficial legislation.

Following the conference, on November 17 in New York City, ICSOM officers met with AFM officers to discuss ICSOM-AFM relations and to air grievances. Correspondence suggests that the meeting was beneficial.

Major articles in *Senza Sordino* included reports on the AFM's lack of communication with ICSOM about action on wage controls; negotiation settlements; life in the Vienna Symphony; a Czech study on musicians and stress; AFM-sponsored meetings to discuss recording activity and rates (February 28) and to develop guidelines for auditions procedures (March 1); a ten-year survey of orchestra wages; federal funds for the arts; an out-of-court settlement of a civil lawsuit filed by Francis Hendrickson charging the Atlanta Symphony managers and conductor with discrimination against her on the basis of age and sex; and editorials on mandatory retirement and orchestra splitting.

1973-1974

Delegates met in Cincinnati September 5-8, 1973. Represented were Atlanta, Baltimore, Boston, Chicago, Cincinnati, Cleveland, Dallas, Denver, Detroit, Houston, Indianapolis, Kansas City, Los

Angeles, Metropolitan Opera, Minnesota, National, New Orleans, New York City Ballet, New York City Opera, New York Philharmonic, Oregon, Philadelphia, Pittsburgh, Rochester, Saint Louis, San Francisco, Seattle, Syracuse, and Winnipeg. Absent were Buffalo, Chicago Lyric Opera, Honolulu, Milwaukee, Montreal, New Haven, North Carolina, and Vancouver. New Jersey, represented, was admitted to membership.

The AFM was represented by IEB member David Winstein and Symphony Department head Ted Dreher.

Major issues included conductors and recording companies recording abroad (nine conductors had been fined during the previous season), joint funding and administration of insurance and pension plans, recording and service conversion, orchestra splitting (an extensive report by a special committee), artistic advisory committees (and management abuses of such committees), work dues assessed by local unions, and ICSOM-AFM relations, which had improved, especially by the AFM granting ICSOM greater involvement in negotiation of the new recording contract, which was extensively discussed. The committee to examine the Music Performance Trust Fund had not met; one member who had independently prepared an extensive report on the fund refused to allow its duplication for study by the executive committee. Chairman Mendelson reported on the 1973 AFM convention, which he had attended.

Counsel Sipser's lecture on grievances and arbitration spawned extensive discussion, and counsel Leonard Leibowitz's discourse on the ramifications of the March 1974 decision by the National Labor Relations Board (NLRB) to extend jurisdiction over symphony orchestras with annual revenue over \$1 million led to discussion of the right to strike, secondary boycotts, closed shops, and unfair labor practices. Sipser also spoke on nationally consolidating the administration of pension plans and insurance plans.

As in recent years, many issues, notably dismissals and arbitration, were discussed during reports of negotiating orchestras rather than as agenda items. Negotiations in Cleveland were of special concern. Long-standing orchestra-union conflicts had diminished, and the combined forces faced a recalcitrant management. It seemed that managers across the country, encouraged by Cleveland's previous negotiation, saw Cleveland as the arena to wage battle against the steady wage increases won by musicians since the founding of ICSOM. Delegates resolved full financial and moral support for Cleveland musicians.

Major articles in *Senza Sordino* dealt with orchestra splitting; a dismissals case in Minnesota; negotiations and settlements, especially those in New York (which had become the testing ground and focal spot for massive support instead of Cleveland), Chicago, and Cleveland; Philadelphia's China tour; and the Puerto Rico Symphony Orchestra.

Of interest in the archival materials is a summary by Arthur Leonard, of Cornell University, of his report on the successes of a decade of militancy by symphony musicians beginning around 1960.

1974-1975

The Fairmont Hotel in New Orleans was the site of the 1974 conference from September 4 to September 7. Represented were Atlanta, Baltimore, Boston, Cincinnati, Cleveland, Dallas, Denver, Detroit, Houston, Indianapolis, Kansas City, Milwaukee, Minnesota, Montreal, National, New Jersey, New Orleans, New York City Opera, North Carolina, Philadelphia, Pittsburgh, Rochester, Saint Louis, San Francisco, Seattle, Syracuse, and Winnipeg. Absent were Buffalo, Chicago Lyric Opera, Honolulu, Metropolitan Opera, New Haven, New York City Ballet, Oregon, and Vancouver. Away on tour were Chicago, Los Angeles, and the New York Philharmonic. The Florida Symphony (Orlando), Phoenix Symphony, and San Diego Symphony became new members, the latter two represented.

IEB member David Winstein and Symphony Department head Ted Dreher attended for the AFM.

There was a lengthy report and extensive discussion of the denial of tenure to two non-white probationary members of the San Francisco Symphony, resulting in unfavorable publicity for the orchestra committee and charges of racism and sexism. A resolution was passed requesting ICSOM to offer the services of its officers and counsel to achieve a conciliation and peaceful resolution of the problem.

Irving Segall succeeded Ralph Mendelson as ICSOM chairman. Noting many new faces at the conference, Segall presented a review of ICSOM history. The lack of delegate continuity was observed at the conference, and it was suggested that delegates be elected to two-year terms.

Conductor evaluations were again a topic for discussion: their use and abuse, the need for confidentiality, and the successful employment of evaluations in the selection of music directors in some orchestras. As usual, negotiation reports took much time. Dallas was a crisis spot, the DSO season having been suspended and summer season canceled; a resolution of support was passed. Counsel Sipser spoke on finances and funding an orchestra and on the recently enacted Employee Retirement Income Security Act (ERISA) and the ramifications of this pension reform legislation. A proposal to increase dues by \$2 for the ERF was approved, subject to ratification. A national health care plan for orchestras continued to be explored.

The conference was somewhat truncated by the early departure of many delegates in response to an alert about approaching hurricane Carmen.

Major articles in *Senza Sordino* were about problems in Dallas, outdoor performance conditions, strikes and settlements, the first mid-year meeting of the ICSOM executive board in Chicago, increased sales of classical records, a mini-chart of wages, proposed copyright reform, a two-part comparative study of American and European orchestras, and government aid to the arts. A major two-part editorial by Henry Shaw, "Winds of Change," focused on the growing problems of funding orchestras and on the role of orchestras in American society.

1975-1976

The Indianapolis Hilton Hotel was the site of the 1975 conference, held from August 26 to August 29. Delegates came from Atlanta, Baltimore, Boston, Chicago, Chicago Lyric Opera, Cincinnati, Cleveland, Dallas, Denver, Detroit, Florida, Honolulu, Houston, Indianapolis, Kansas City, Los Angeles, Metropolitan Opera, Milwaukee, Minnesota, Montreal, National, New Orleans, New York City Opera, North Carolina, Oregon, Philadelphia, Phoenix, Pittsburgh, Rochester, Saint Louis, San Diego, San Francisco, Seattle, Syracuse, and Winnipeg. Not represented were Buffalo, New Haven, New Jersey, the New York City Ballet, the New York Philharmonic, and Vancouver. Birmingham (later Alabama), Nashville, and Oakland became new members; only Oakland was represented.

IEB member David Winstein and Symphony Department head Ted Dreher attended for the AFM. During a brief visit to the conference, the first by an AFM president, Hal Davis addressed delegates and told of the Federation's legislative support program.

Kansas City mayor Charles Wheeler talked on government support for orchestras. New York congressman Fred Richmond (D) called for active support for his bill seeking a tax-form check-off for support of the arts, a request reinforced by I. Philip Sipser. Russell Marquardt and Nicholas Borsay addressed delegates about a proposed national health and welfare plan for orchestras, a topic of considerable discussion throughout the conference. A follow-up report was given on the resolution of the dismissals cases in the San Francisco Symphony.

In other action, ICSOM counsel presented an information kit to delegates, a forerunner of the present delegate manual. Workshops were presented on pensions and health and welfare plans (Sipser), negotiation techniques (Leibowitz), and orchestra administration problems (Segall, Zenone, Denov).

Multiple aspects of auditions were the subject of a committee report and of considerable discussion. A motion to seek increased strike fund benefits was passed, as were resolutions requesting AFM pursuit of royalties from recording. Reports on contract negotiations were curtailed to allow a fuller report on crisis in Kansas City; a resolution of support was passed. Founding ICSOM chairman George Zazofsky attended the conference and addressed the delegates.

Canadian orchestras, noting their special problems and concerns, put forth a resolution, subsequently passed, that they maintain their own national symposium, which would remain affiliated with ICSOM.

Senza Sordino articles dealt with the Richmond bill, the audition committee survey results, work stoppages and settlements, George Zazofsky's ambassadorship for ICSOM while traveling on sabbatical, the formation of the Organization of Canadian Symphony Musicians (OCSM) in October 1975, music medicine, an increase in strike fund benefits, radio fund-raising marathons, a meeting of ICSOM representatives and the board of the Conductors' Guild, a new performance hall in Syracuse, and lighter topics like free-*vs.*-uniform bowing and concert attire. The mini-chart of wages was also published.

1976-1977

From August 30 to September 2 delegates met at Denver's Cosmopolitan Hotel for the 1976 conference. Representatives came from Atlanta, Baltimore, Boston, Chicago, Chicago Lyric Opera, Cincinnati, Cleveland, Dallas, Denver, Detroit, Honolulu, Houston, Indianapolis, Kansas City, Los Angeles, Metropolitan Opera, Milwaukee, Minnesota, National, New Jersey, New Orleans, New York City Opera, New York Philharmonic, North Carolina, Oakland, Oregon, Philadelphia, Phoenix, Pittsburgh, Rochester, Saint Louis, San Diego, San Francisco, Seattle, and Syracuse. Absent were Birmingham, Buffalo, Florida, Nashville, New Haven, and the New York City Ballet. With the formation of OCSM in October 1975, Montreal, Vancouver, and Winnipeg were no longer members of ICSOM. For the first time since 1964 there were no new members.

David Winstein, IEB, and Ted Dreher, Symphony Department, attended for the AFM.

Officers' reports settled into a familiar routine. The chair reported on notable work stoppages and on his contacts with other organizations: the AFM (recording negotiations); the American Symphony Orchestra League and one of its subgroups, the Conductors' Guild (not happy about conductor evaluations); and OCSM. The vice-chair reported on the conductor evaluation program, which was extensively discussed. The treasurer bemoaned the difficulty of collecting dues and recovering ERF loans, and the *Senza Sordino* editor regretted the lack of input from member orchestras. Legal counsel Phil Sipser submitted a summary of services and lamented that contracts and arbitration awards were not being forwarded to his office.

Dr. Walter F. Anderson, director of the music program of the National Endowment for the Arts, reviewed the history and workings of the NEA; delegates moved for ICSOM liaison with the Endowment and for ICSOM's suggesting members for the music panel and for the National Council for the Arts. Dr. Leon Thompson, administrator of the Music Assistance Fund, spoke about the minority apprenticeship program; an ICSOM committee was appointed to work with Dr. Thompson on implementation of the program. Leslie Martin (Boston) reported on an ICSOM survey of artistic advisory committees, concluding that they seemed ineffective. Henry Shaw (Cincinnati) spoke on tax-sheltered annuities. Ken Richmond (Rochester) reported on orchestra librarians. Sam Brown, Colorado state treasurer, addressed delegates. Counsel Sipser expressed concern about lack of continuity on committees, lack of exchange of information, and internal divisions in member orchestras.

There were workshops on negotiations, pensions and health and welfare plans, and electronic media. The latter involved an extensive report on FM transcription tapes (Irving Segall), cable TV (John Palanchian), and Public Broadcasting and National Educational Television (Fred Zenone); motions were made that

ICSOM work with the AFM to gain beneficial provisions in future contracts with these media. An open caucus of metropolitan orchestras was also held to address the special problems of this group of ICSOM orchestras.

Articles in *Senza Sordino* addressed negotiations and settlements, public broadcast and cable television, copyright law revisions, Saint Louis's new sabbatical leave provision, increase in classical record sales, the Berlin Philharmonic and other European orchestras, inter-rotation of first and second violin sections in North Carolina, a review of ICSOM history and of conditions before and after its founding, the Richmond bill, a comparison of orchestra wages past and present adjusted for inflation, a comparison of orchestra pension benefits, advice on arbitration from ICSOM legal counsel, and a description of delegate duties.

1977-1978

Delegates met at the Plaza Hotel in Cleveland in 1977 from August 29 to September 2, the first five-day format. Attending were representatives from Atlanta, Baltimore, Boston, Buffalo, Chicago, Chicago Lyric Opera, Cincinnati, Cleveland, Dallas, Denver, Florida, Honolulu, Houston, Indianapolis, Kansas City, Los Angeles, Metropolitan Opera, Minnesota, National, New Orleans, New York City Ballet, New York City Opera, New York Philharmonic, North Carolina, Oakland, Oregon, Philadelphia, Phoenix, Pittsburgh, Rochester, Saint Louis, San Diego, San Francisco Symphony, Seattle, and Syracuse. Absent were Birmingham, Detroit, Milwaukee, and New Jersey. New members were Grant Park, Hartford (absent), Oklahoma, San Antonio (absent), San Francisco Ballet (absent), and Toledo. Nashville and New Haven no longer appeared on the roll of member orchestras; neither orchestra had ever sent delegates to annual conferences.

David Winstein, newly-elected AFM vice-president, and Ted Dreher, Symphony Department head, represented the Federation.

Addresses were given by Adrian Gnam, assistant director of the NEA music program; Congressman Ted Weiss of New York, speaking on mandatory retirement; Barry Nicholsberg, aide to Congressman Fred Richmond, who reported on the Richmond Bill; and William Ussery, former Secretary of Labor. Three managers of major orchestras, Tom Morris (Boston), Oleg Lobanov (National), and Peter Pastreich (Saint Louis), discussed management-orchestra relations, funding, and recording and media activity with delegates.

Workshops again dealt with metropolitan orchestra problems, pensions and health and welfare, collective bargaining, orchestra committees, and ICSOM administration. In addition to reports on the AFM Strike Fund and the Music Assistance Fund, a follow-up report on electronic media dealt with gains made and not made in negotiations, local contract provisions and practices at odds with national contracts, and revenue-sharing plans. Delegates expressed opposition to "special sessions" (paying only persons who played them) that undercut national contracts. A motion was passed in support of the Music Assistance Fund Orchestral Fellowships program, and a resolution called for the establishment of a committee to study the furtherance of the aspirations of minority-group musicians. A resolution supported legislation to ensure employees' rights to choose their own bargaining representatives and to eliminate mandatory retirement because of age.

In addition to negotiation and settlement news, articles in *Senza Sordino* reinforced conference themes and topics: recent ICSOM accomplishments, manager-musician relations, the National Endowment for the Arts, the Richmond Bill, the history and current state of the ICSOM Emergency Relief Fund, minority orchestral training programs, construction of a new performance shell for the Grant Park Symphony, mandatory retirement, musicians and stress, and music criticism. Of special note was editor Henry Shaw's article, "Our Decibel Dilemma," which attracted national attention to the problem of musicians' exposure to high volume levels on stage.

Late 1978 saw the first of many colorful bulletins prepared and distributed by ICSOM secretary Nancy Griffin.

The ICSOM executive committee met in Chicago in April 1978.

1978-1979

San Diego's Master Host Inn was the site of the 1978 conference, held from August 28 to September 1. Attending were Atlanta, Baltimore, Boston, Buffalo, Chicago Lyric Opera, Cincinnati, Cleveland, Dallas, Denver, Detroit, Grant Park, Honolulu, Houston, Indianapolis, Kansas City, Los Angeles, Metropolitan Opera, Milwaukee, Minnesota, National, New Orleans, New York City Opera, New York Philharmonic, North Carolina, Oakland, Oklahoma, Oregon, Philadelphia, Phoenix, Pittsburgh, Rochester, Saint Louis, San Diego, San Francisco Symphony, Seattle, Syracuse, and Toledo. Absent were Birmingham, Chicago (on tour), Florida, Hartford, New Jersey, New York City Ballet, San Antonio, and San Francisco Ballet. The Kennedy Center Orchestra (not represented) was admitted to membership.

In addition to new AFM vice-president David Winstein and Symphony Department head Ted Dreher, newly elected AFM president Victor Fuentealba attended and addressed the conference. (Fuentealba had also filled the unexpired term of Hal Davis, who died in office in January 1978.)

Following reports on the Strike Fund and the Music Assistance Fund, Stanley Weinstein (New Orleans) gave a committee report on minority-group musicians in orchestras. Chairman Segall noted that communications and meetings with the American Symphony Orchestra League would continue, but "from the outside." Phil Sipser spoke on recent amendments to the Age Discrimination in Employment Act (ADEA) and the effect on pensions and health and welfare plans. The media committee gave an extensive and wide-ranging report, and it was noted that the AFM had declared "special sessions" (waiving minimum call) to be in contravention of Federation policy. In addition to the usual workshops, one was held on job satisfaction and quality of work life, and a special "sound off" session afforded delegates a chance to voice criticisms and suggestions about ICSOM. Major, regional, and opera and ballet orchestras held separate caucuses. Melanie Burrell reported on the AFM convention, which she had attended for ICSOM. A motion opposed students' and any non-contract musicians' being hired, used, or paid in a manner inconsistent with an orchestra's collective bargaining agreement.

Senza Sordino contained articles about strikes and settlements (notably in Seattle), the minority musician, sound levels, the ADEA revision, orchestra jobs abroad, the AFM Employers' Pension and Welfare Fund (EPW), the newly formed Orchestra of Illinois (a cooperative venture), the 1979 AFM convention (attended by Stanley Dombrowski), the untimely passing of former ICSOM chairman Ralph Mendelson at age 52, ICSOM orchestras participating in the Music Assistance Fund Orchestral Fellowships (MAFOF) program, and OCSM's push for a National School of Music in Canada. The annual mini-chart appeared as well.

Late 1978 saw the first colorful ICSOM bulletins prepared and distributed for many years by Nancy Griffin (Seattle), an effective publication superseding earlier efforts at rapid dissemination of information.

The ICSOM executive committee held its annual mid-winter meeting on February 4.

1979-1980

The 1979 conference was held in Minneapolis, at the Sheraton Ritz Hotel, August 27-31. Delegates came from Atlanta, Baltimore, Birmingham, Chicago, Chicago Lyric Opera, Cincinnati, Cleveland, Dallas, Denver, Detroit, Florida, Grant Park, Honolulu, Houston, Indianapolis, Kansas City, Kennedy Center, Los Angeles, Metropolitan Opera, Milwaukee, Minnesota, National, New Orleans, New York City Opera, New York Philharmonic, North Carolina, Oakland, Oklahoma, Oregon, Philadelphia, Phoenix,

Pittsburgh, Rochester, Saint Louis, San Diego, San Francisco Symphony, Seattle, Syracuse, and Toledo. Absent were Boston (on tour), Buffalo, Hartford, New Jersey, New York City Ballet, San Antonio, and San Francisco Ballet. Also represented was the Utah Symphony, admitted to membership.

Robert Jones, IEB member, and Ted Dreher, Symphony Department head, represented the AFM.

Again there were many new faces, with 21 of the 39 delegates attending an ICSOM conference for the first time. With ICSOM growing larger, and with more orchestras wanting to join, criteria for membership came under scrutiny.

Representatives of United Economic Services presented a seminar on health and welfare benefits. Bruce Lehman, Chief Counsel of the House Sub-committee on Courts, Civil Liberties, and the Administration of Justice, spoke on copyright laws and a proposed Performance Copyright Bill that would ensure royalties for musicians.

ICSOM's presence at the AFM convention in Phoenix, attended by Stanley Dombrowski, was discussed; IEB member Robert Jones apologized for ICSOM's lack of status at the convention. A resolution called for non-voting ICSOM representation to be permitted at subsequent AFM conventions. Supplemental unemployment benefits (SUB) were examined. Workshops focused on bargaining, non-renewals, touring, and auditions. Major orchestras caucused and stated opposition to recording in "special sessions" at odds with national contract provisions (*i.e.*, no minimum call). The caucus of regional orchestras examined the problems of moving from part-time to full-time status. Reports were given on the Strike Fund and Music Assistance Fund Orchestral Fellowships (MAFOF) program; orchestras participating in this program met and discussed ways to ensure good experiences for fellows. A fund honoring the late Ralph Mendelson was established.

Counsel Phil Sipser reviewed ICSOM history and cited quality of work life (QWL) as the issue of the 1980's. Sipser also noted that, by authority of the previous year's conference, a research assistant on ICSOM affairs, Jill Hanson, was engaged by his office and paid by ICSOM.

In addition to strike and settlement reports, *Senza Sordino* published articles on the caucus of MAFOF orchestras; advocacy of the Performance Copyright Bill; a response to Gunther Schuller remarks at Tanglewood during which he used the term "ICSOM-ization" to refer to "union mentality at its worst"; a new recording agreement, achieved with good input and rapport between ICSOM and the AFM; the Bell System American Orchestras on Tour program; the Ralph Mendelson Memorial Fund; comparison of clauses from a 1920's contract with current standards; the disruption of a Minnesota Orchestra tour by the Three Mile Island nuclear reactor leak; prosecution of a trader in counterfeit tapes and records; tax deduction for a private studio at home; a successful San Francisco Symphony campaign to prevent elimination of music programs in public schools; digital recording and video discs; job satisfaction; and approval of 1% Federation work dues at the AFM convention ("An Intolerable Burden"). The annual mini-chart was also published.

Of the many bulletins (most of them about settlements), one announced meetings of members of the ICSOM Governing Board and the IEB in Palm Beach FL on January 22-23 to discuss expanding ICSOM input at AFM conventions.

The ICSOM executive officers also met in New York City on May 12 to plan the upcoming conference.

1980-1981

One of the more turbulent ICSOM conferences was held in Portland, Oregon, at the Portland Hilton from August 25 to August 29, 1980. Attending were Atlanta, Baltimore, Boston, Chicago, Chicago Lyric Opera, Cincinnati, Cleveland, Dallas, Denver, Detroit, Grant Park, Honolulu, Houston, Indianapolis, Kansas City, Kennedy Center, Los Angeles, Metropolitan Opera, Milwaukee, Minnesota, National, New

Orleans, New York City Opera, North Carolina, Oakland, Oklahoma, Oregon, Philadelphia, Phoenix, Pittsburgh, Rochester, Saint Louis, San Antonio, San Diego, San Francisco Ballet, San Francisco Symphony, Seattle, Syracuse, and Utah. Absent were Birmingham, Buffalo, Florida, Hartford, New Jersey, New York City Ballet, New York Philharmonic (on tour), and Toledo. Also attending was Louisville, admitted to membership.

IEB member Robert Jones and Symphony Department head Ted Dreher attended for the AFM. President Victor Fuentealba also attended part of the conference and addressed delegates.

ICSOM-AFM relations were strained by two events: the imposition of a 1% Federation work dues (with half to go to locals) passed at the June convention (attended for ICSOM by Stanley Dombrowski and David Angus), and changes in the wording of the recording contract from terms agreed to by ICSOM negotiators and from language in the ratification notification.

As a result of ICSOM secretary Dombrowski's experience at the previous year's AFM convention, ICSOM had requested improvements in status, voice, reimbursement, and registration procedure; these were achieved but were overshadowed by the work dues resolution, the result of which was that 3,919 symphony orchestra musicians (1.3% of the Federation) would carry 37% of the AFM budget. Delegates deplored contributing so heavily to the Federation while having so little voting power. Work dues was a topic of discussion throughout the conference, with many suggestions and solutions brought forth. A resolution to resist by all legal means and to try to repeal the tax was adopted, as was a resolution to explore restructuring the relationship between ICSOM and the AFM. Suggestion was made to have locals absorb the .5% which was to be re-routed to them.

The media committee reported that although ICSOM input had been solicited and apparently welcomed during national recording negotiations, the publication of the contract with wording at variance with, and less advantageous than, what had been negotiated called into question the AFM's seriousness in consulting ICSOM.

In addition to reports on the AFM Strike Fund, OCSM conference, media negotiations, and the Mendelson Fund (used to award a prize for the best student essay submitted on labor relations), there was a workshop on quality of work life and caucuses on women's issues and regional orchestra problems. Ed Peters, administrator of the AFM-EPW Fund, described the history and working of this pension fund. Adrian Gnam, assistant to the director of the National Endowment for the Arts music programs, discussed NEA grants; he noted that ICSOM officers Irving Segall, Henry Shaw, and Frederick Zenone had served on the music panel. Daniel Windham reported on the Music Assistance Fund Orchestral Fellowships.

Criteria for ICSOM membership, based on number of full-time musicians (60) and annual minimum gross salary (\$10,000), were adopted. ICSOM dues were increased to \$17-\$20-\$25. A resolution permitted orchestras absent from the conference because of tours to designate another member orchestra as proxy. Plans were made to revise and computerize conductor evaluation forms. Fred Zenone succeeded Irving Segall as ICSOM chairman. A hospitality room was initiated, providing a place for attendees to convene informally for chats and refreshments.

Senza Sordino pages were devoted to the work stoppages and settlements, AFM work dues and recording contract issues, regional orchestra problems, a Baltimore Symphony contract with the *Bravo* cable TV network, an interview with conductor Erich Leinsdorf, proposed cuts in federal funding for the arts, exorbitant concert fees for conductors and soloists, problems of transporting instruments on airplanes, relief for tinnitus sufferers, a Minnesota Orchestra response to irresponsible music criticism, improved relations between the Detroit Symphony and its local union, ICSOM chairman Frederick Zenone's address at the annual conference of the American Symphony Orchestra League, and the annual mini-chart.

Of note is a letter and resolution from former ICSOM chairman Sam Denov to delegates, expressing outrage at the AFM work dues imposition and proposing that ICSOM disaffiliate from the AFM and form a new independent national labor organization. (The resolution was tabled at the conference.) Denov also instigated a lawsuit in 1981 to have the work dues vote repealed.

The ICSOM executive officers' annual mid-winter meeting was held in New York City on May 18.

1981-1982

Held in Milwaukee's Pfister Hotel August 24-28, the 1981 conference was attended by delegates from Alabama (formerly Birmingham), Baltimore, Boston, Chicago, Chicago Lyric Opera, Cincinnati, Cleveland, Dallas, Denver, Detroit, Grant Park, Honolulu, Houston, Indianapolis, Kansas City, Kennedy Center, Los Angeles, Louisville, Metropolitan Opera, Milwaukee, Minnesota, National, New Orleans, New York City Opera, New York Philharmonic, North Carolina, Oakland, Oklahoma, Oregon, Philadelphia, Phoenix, Pittsburgh, Rochester, Saint Louis, San Diego, San Francisco Symphony, Seattle, Syracuse, Toledo, and Utah. Absent were Atlanta, Buffalo, Florida, New Jersey, New York City Ballet, San Antonio, and San Francisco Ballet. The Hartford Symphony had voted in December 1980 to discontinue membership in ICSOM; no delegate had ever attended an ICSOM conference.

Alan Wood, IEB, and Ted Dreher, Symphony Department, attended for the AFM. (A farewell letter from Dreher was read to delegates at the conclusion of the conference, his last due to his impending retirement in November.)

Chairman Zenone recounted contacts with officers of the AFM, the NEA, OCSM, the American Symphony Orchestra League, and the Major Orchestra Managers Conference; his report was an indication of increased networking with other national organizations to pursue ICSOM goals. He also conferred with officers of the air traffic controllers union (PATCO), decertified by the federal government. Zenone expressed the view that the arts and unions were under attack; coalitions of allies would be necessary to survive and thrive.

Media committee activity was extensive: commercial television, Public Service TV, home use video, National Public Radio, and phonograph recording. Of special interest was the current negotiation of an audio-visual contract that offered revenue sharing and exclusive ratification by signatories for the first time. Possible service-conversion provisions were discussed.

Melanie Burrell, as ICSOM observer, had addressed delegates to the AFM convention and presented the ICSOM view of the Federation work dues resolution as unfair to orchestra musicians; unsympathetic AFM delegates voted to continue the work dues. Sam Denov, former ICSOM chairman, reported on his personal lawsuit resisting imposition of work dues. A resolution was passed calling for exploration of the possibility of ICSOM becoming a trade division of the AFM.

Quality of work life was a major focus. Many job satisfaction issues were discussed with panelists A. K. Webster, New York Philharmonic manager; Dr. Leonard Oseas, Department of Psychology at the University of Cincinnati; and Christopher Keene, music director of the Syracuse Symphony. Ethnomusicologist David Coplan, State University of New York, outlined plans for a study, proposed by the ICSOM executive committee, on the professional problems of orchestra musicians.

Sixty-three weeks of work stoppages during the past season had depleted the AFM Strike Fund; delegates endorsed a resolution, subject to approval by orchestras, calling for a special assessment and a raise in Strike Fund dues. Concern was expressed that the IRS was not allowing musicians to deduct costs for a home studio; a resolution asked the executive committee to explore whether some collective action in tax court might be desirable. Another committee was appointed to again explore the amalgamation of pension plans and medical insurance plans. James Decker of International Video Auditions Services, Inc. (IVASI) spoke about video-taped auditions, a concept met with skepticism and referred to committee for

study. Dr. Gilda Greenberg, Professor at Western Michigan University, spoke on problems encountered by women in the work force. An extensive survey to assist in the revision of the conductor evaluation form was carried out by Catherine Compton (Detroit).

Articles in *Senza Sordino* dealt with the need for information from orchestras, job satisfaction, professional problems of women in symphony orchestras, full-spectrum lighting for stages, activation of the Ralph Mendelson Memorial Prize, cuts in NEA appropriations, a report by Sam Denov on his lawsuit to repeal Federation work dues, tax-sheltered retirement plans, Rochester musicians election to local union board, use of beta-blockers to deal with stage fright, and AFM Strike Fund advocacy. In addition to the usual coverage of negotiations and settlements, a special extra edition was devoted entirely to the 16-week lockout and settlement in Baltimore. The mini-chart of wages also appeared.

The ICSOM executive committee met in New York City on April 12, and executive committee members also met with AFM IEB members in New York on June 7 to discuss various issues.

Colorful ICSOM bulletins reported work stoppages and settlements and called for support for dues for the AFM Strike Fund and for the one-time \$25 emergency assessment. There were also appeals for approval of the new Audio-Visual Agreement and for wage chart information. The new (computerized) conductor evaluation form was announced.

1982-1983

Los Angeles was the site of the 1982 annual conference, held at the Biltmore Hotel August 9-13. Attending were delegates from Alabama, Atlanta, Baltimore, Boston, Chicago, Chicago Lyric Opera, Cincinnati, Cleveland, Dallas, Denver, Detroit, Honolulu, Houston, Indianapolis, Kansas City, Kennedy Center, Los Angeles, Louisville, Metropolitan Opera, Milwaukee, Minnesota, National, New Orleans, New York City Ballet, New York City Opera, New York Philharmonic, North Carolina, Oakland, Oklahoma, Oregon, Philadelphia, Pittsburgh, Rochester, Saint Louis, San Antonio, San Diego, San Francisco Ballet, San Francisco Symphony, Seattle, Syracuse, and Toledo. Absent were Buffalo, Florida, Grant Park, New Jersey, Phoenix, and Utah.

Attending for the AFM were President Victor Fuentealba and Vice-president David Winstein. (Former symphony department head Ted Dreher, retired, had been temporarily replaced by Robert Crothers.) In his address, Fuentealba again defended Federation work dues as vital to the AFM's financial health.

There were reports on the Strike Fund, Ralph Mendelson Fund, amalgamation of medical plans, and negotiations in progress, and the committee on taped auditions presented guidelines for the use of résumés tapes. ICSOM secretary Nancy Griffin had been appointed to the NEA music panel, succeeding Henry Shaw. Daniel Windham reported on the Music Assistance Fund Orchestral Scholarships program. Catherine Compton (Detroit) had coordinated development of a new computerized conductor evaluation form, which was discussed.

An extensive report by the media committee included explanation of the new audio-visual contract, which offered revenue sharing and exclusive ratification by signatory symphony, opera, and ballet orchestras. ICSOM was asked for the first time to participate in National Public Radio (NPR) negotiations. Expenses for up to five ICSOM negotiators were now paid by the AFM.

Speakers included Anthony Mazzocchi, former vice-president of the Oil, Chemical and Atomic Workers union (OCAW), and Adrian Gnam, director of the National Endowment for the Arts (NEA) music program. Ernest Fleischmann, executive director of the Los Angeles Philharmonic and chairman of the Major Orchestra Managers Conference, and Henry Fogel, executive director of the National Symphony, spoke on relations among musicians, managers, and trustees. Counsel Sipser spoke on concession bargaining and advocated orchestra committees for political action for the arts, coordinated by ICSOM.

Two resolutions called for the AFM to officially incorporate ratification rights into AFM bylaws and to incorporate as AFM policy union payment for negotiation costs and reimbursement for ICSOM delegate expenses to the annual ICSOM conference. Other resolutions called for investigations of audition practices and of problems arising from poor condition of printed music used by orchestras.

Senza Sordino included articles on ICSOM history and advocacy, a new NPR agreement, ICSOM legislative action, first award of the Ralph Mendelson Prize, the new computerized conductor evaluation form, ICSOM committees to study auditions and condition of printed music, appointment of Lew Waldeck as new AFM Symphony Department supervisor, noise-induced hearing loss, ICSOM support of a tax case seeking a deduction for home music studios, meetings of a liaison committee of ICSOM officers and major managers (February 7, 1983, in Orlando), the history and workings of the ICSOM media committee, taped auditions, AFM adoption of ratification and ICSOM delegate reimbursement, artistic advisory committees, and an unprecedented early contract settlement in Denver.

1983-1984

The 1983 conference was held in Baltimore's Hilton Hotel from August 22 to August 26. Delegates came from Alabama, Atlanta, Baltimore, Boston, Buffalo, Chicago, Chicago Lyric Opera, Cincinnati, Cleveland, Dallas, Denver, Detroit, Honolulu, Houston, Indianapolis, Kennedy Center, Los Angeles, Louisville, Metropolitan Opera, Milwaukee, Minnesota, National, New Orleans, New York City Ballet, New York City Opera, New York Philharmonic, North Carolina, Oakland, Oklahoma, Oregon, Philadelphia, Phoenix, Pittsburgh, Rochester, Saint Louis, San Antonio, San Diego, San Francisco Ballet, San Francisco Symphony, Seattle, Syracuse, Toledo, and Utah. Absent were Florida, Grant Park, and New Jersey. The San Francisco Opera was admitted to membership. The Kansas City Philharmonic had folded.

AFM president Victor Fuentealba and vice-president from Canada J. Alan Wood attended. Fuentealba reviewed his advocacy of ICSOM since 1969 and noted improved relations. Lew Waldeck, in attendance, had been appointed the first full-time Symphony Department head in late 1982. Wood, as official IEB representative, also addressed delegates.

Chairman Zenone's networking continued; he had visited member orchestras, the AFM convention in Phoenix, the American Symphony Orchestra League convention in Chicago, meetings with major managers, and the National Endowment for the Arts. As urged by ICSOM, the AFM had adopted orchestra contract ratification rights as a bylaw and urged delegate reimbursement for expenses by locals. The major managers had adopted policy urging managements to release ICSOM delegates with pay to attend annual conferences. However, Zenone noted problems with the flow of information within ICSOM, especially between orchestras.

Reports were given on the Strike Fund, the Mendelson Fund, joint administration of medical coverage plans, ICSOM's legislative action program, media activity, and music medicine conferences. Abe Torchinsky, former Philadelphia Orchestra member, advocated ICSOM benefits for retired members, and the ICSOM Emeritus program was established. Michael Nutt reported his contacts with foreign orchestras interested in ICSOM. The committee on auditions told of plans for a code of ethics and an AFM file of orchestra openings and made suggestions for using résumé tapes. Sam Denov submitted a taped report on his lawsuit to repeal Federation work dues; it had not met with success. ICSOM counsel Phil Sipser spoke about the favorable ruling on tax deduction for a home music studio. As always, there were many reports on negotiations in progress.

Two members of the Major Managers-ICSOM liaison committee, Henry Fogel and Stephen Sell, executive directors of the National Symphony and Philadelphia Orchestra respectively, presented extensive workshops on orchestra organization, finances, and artistic affairs.

The conference was dedicated to ICSOM's first chairman, George Zazofsky, who was to have been a guest at the conference but died a few days before it began. He was eulogized by Henry Shaw and Phil Sipser. Delegates approved an annual \$500 donation to the AFM Congress of Strings to establish an ICSOM scholarship in the name of George Zazofsky.

In addition to extensive settlement reports, *Senza Sordino* printed articles about George Zazofsky, the new *ICSOM Delegate Manual*, the tax case victory, ICSOM's budget, the Music Assistance Fund, the Los Angeles Philharmonic's use of tapes for auditions, the new ICSOM Emeritus program for retired members, Detroit musicians' participation in the selection of a new music director, a college course on stage fright, trends noted by legal counsel in recent negotiations and settlements, personality stereotypes of orchestra musicians, manager-musician cooperation, causes of musician discontent, a comprehensive index of symphony and opera musicians (in preparation), the AFM Strike Fund and ICSOM Emergency Relief Fund, special problems with auditions, and "the world's greatest locker." The annual mini-chart was also published.

A plethora of bulletins reflected the large number of orchestras that had been through negotiations and work stoppages in the fall of 1983 and finally achieved settlements.

The ICSOM executive committee met in New York City April 1 and 2 to discuss restructuring ICSOM governance and other issues.

1984-1985

Louisville hosted the 1984 conference August 27-31, at the Hyatt Regency Hotel. Delegates came from Alabama, Atlanta, Baltimore, Chicago, Chicago Lyric Opera, Cincinnati, Cleveland, Dallas, Denver, Detroit, Florida, Grant Park, Honolulu, Houston, Indianapolis, Los Angeles, Louisville, Metropolitan Opera, Milwaukee, Minnesota, National, New Jersey, New Orleans, New York City Ballet, New York City Opera, North Carolina, Oakland, Oklahoma, Oregon, Philadelphia, Phoenix, Pittsburgh, Rochester, Saint Louis, San Antonio, San Diego, San Francisco Opera, San Francisco Symphony, Seattle, Syracuse, Toledo, and Utah. Absent were Buffalo, Kennedy Center, and San Francisco Ballet. Away on tour, but represented by proxy, were Boston and the New York Philharmonic. The Saint Paul Chamber Orchestra was represented and admitted to membership.

AFM president Victor Fuentealba attended, as did Eugene Frey as official representative of the AFM IEB. Lew Waldeck and Lynn Johnson of the Symphony Department also attended; Waldeck reported on the activities of the Symphony Department. In his address to delegates, Fuentealba announced the formation of the Regional Orchestra Players Association; ROPA would hold its first conference in September.

Noting increased interaction with a large membership and with more outside organizations, chairman Zenone and the executive committee recommended restructuring ICSOM leadership. After much discussion, the office of vice-chairman was discontinued and the office of president created. Area vice-chair positions were discontinued in favor of more comprehensive member-at-large positions. A nominating committee and an advisory President's Council were also created. Bylaws were revised accordingly and adopted. ICSOM membership requirements were also amended to require a minimum annual wage of \$15,000 per player (up from \$10,000).

Reports were given on the Strike Fund, the Mendelson Fund, contacts with foreign orchestras, joint administration of medical benefit plans, media activity and contracts, the Congress of Strings, and the ICSOM Emeritus program. The committee on auditions focused on the new code of ethics and on the use of résumé tapes. A report on music medicine conferences led to establishment of ICSOM committees on music medicine and sound levels. A committee on instrument transportation on airlines was also established.

Stephen Klein, executive director of the Denver Symphony, spoke to delegates about joint board-union-manager-musician (BUMM) committees and participated in a panel discussion on manager-musician relations. Counsel Sipser gave a pension primer, and Judy Mazo, of Martin Segal pension actuaries, spoke about tax-deferred savings plans.

In addition to articles about the new code of ethics for auditions, the first meeting of the newly established President's Council in Chicago on December 3 in 1984, the formation of ROPA, the Music Assistance Fund, European orchestras, music medicine, the Association for Classical Music, and feedback from its readers, *Senza Sordino* devoted much space to occupational health problems, including reports on music medicine conferences, concern over wide-spread use of beta-blockers, and problems with sound levels in the workplace. A revised mini-chart appeared, excluding electronic media guarantee (EMG) figures.

The ICSOM executive committee met with representatives of the Major Orchestra Managers Conference in New York City on November 19, 1984, to discuss items of mutual interest. The ICSOM chairman and president also met with thirteen representatives and attorneys from six negotiating orchestras in Chicago on March 25, 1985 in anticipation of a difficult summer ahead. The orchestras were Chicago, Detroit, Houston, Minnesota, New York, and Saint Louis.

Correspondence shows the development of a project of considerable size and significance: the ICSOM music medicine survey.

1985-1986

The 1985 conference was held in San Francisco August 14-18, at the Holiday Inn Golden Gateway. Represented were Alabama, Atlanta, Baltimore, Boston, Chicago, Chicago Lyric Opera, Cincinnati, Cleveland, Dallas, Denver, Detroit, Florida, Grant Park, Honolulu, Houston, Indianapolis, Kennedy Center, Los Angeles, Louisville, Metropolitan Opera, Milwaukee, Minnesota, National, New Jersey, New Orleans, New York City Ballet, New York City Opera, New York Philharmonic, North Carolina, Oakland, Oklahoma, Oregon, Philadelphia, Phoenix, Rochester, Saint Louis, Saint Paul Chamber Orchestra, San Antonio, San Diego, San Francisco Ballet, San Francisco Opera, San Francisco Symphony, Seattle, Syracuse, and Utah. Absent were Buffalo and Toledo; Pittsburgh, on tour, was represented by proxy.

AFM president Victor Fuentealba attended for the entire week of the conference as the official AFM representative, a first in ICSOM history. Lew Waldeck and Lynn Johnson of the AFM Symphony Department also attended; Waldeck reported on the Department's activities.

In his address, AFM president Fuentealba gave a history of Federation finances and dues revenue, noting that some orchestras pay excessive work dues and receive inadequate services from locals. He announced plans to deal with these problems, including a national meeting of orchestra musicians and local officers. Two orchestras cited such problems with their local unions. The Seattle Symphony reported on efforts, including threats of decertification, to prod their local to reduce work dues and provide services. The New York City Ballet and Local 802 had differences about the place of extra musicians in the bargaining unit and about union non-approval of a contract ratified by the musicians.

Reports were given on the Strike Fund, ICSOM Emeritus, conductor evaluations, the Congress of Strings, and the Music Assistance Fund. The Mendelson Fund, which originally provided a \$500 award annually for a paper on labor relations, was now used to sponsor an ICSOM Congress of Strings scholarship in the name of Ralph Mendelson.

The media committee expressed concern about orchestras seeking special representation in national negotiations or seeking to work for conditions at variance with national contracts. The music medicine committee reported on the formulation of a comprehensive survey of medical problems of musicians in

member orchestras. The sound levels committee's report on its survey of ICSOM orchestras prompted considerable discussion. The instrument transportation committee had been in touch with the FAA and with the flight attendants' union. New committees on computer use for ICSOM communication and publications were established. Because oral reports on negotiations in progress had taken so much time at earlier conferences, these were now submitted in writing.

In addition to workshops on negotiations and on dismissals and non-renewals, a workshop and panel discussion focused on committee representation and orchestra leadership structure and function. A blue-ribbon panel of five music medicine experts led discussion of health and medical problems of musicians. After many years of representing ICSOM, I. Philip Sipser was absent; the firm of Leonard Leibowitz and Liza Hirsch DuBrul was retained as new ICSOM legal counsel.

Senza Sordino reported on the uneasy resolution of Seattle Symphony problems with its local, a similar agreement in Minnesota, Atlanta Symphony musicians raising funds for salary increases, the Music Assistance Fund, meetings of the Major Managers-ICSOM liaison committee, a new music medicine journal, continuity on orchestra committees, employer failure to remit money deducted from wages, diet and drugs implicated in hearing loss, legislation affecting musicians, the new professionally prepared ICSOM medical survey, ICSOM history and delegate duties, a health fair in San Antonio, the AFM convocation of orchestra representatives and union officials May 18-19 in Chicago, the new AFM Symphony Department computer bulletin board, instrument transportation on airlines, relations between the Detroit Symphony and its local, and the ICSOM computer committee. The annual mini-chart also appeared.

The ICSOM executive committee and representatives of the Major Orchestra Managers Conference met in New York City on November 17, 1985. The meeting of negotiating orchestras was held in Chicago March 17, 1986. Attending were Buffalo, Cincinnati, Dallas, Denver, Indianapolis, New Orleans, North Carolina, San Diego, and Utah.

Correspondence includes a letter to ICSOM orchestras from the International Guild of Symphony, Opera, and Ballet Musicians (IGSOBM), newly formed by members of the Seattle Symphony, advocating separatism from the AFM.

1986-1987

The Conference Center at Atlanta's Colony Square Hotel was the setting for the 1986 conference, held August 20-24. Delegates represented Alabama, Atlanta, Baltimore, Boston, Buffalo, Chicago, Chicago Lyric Opera, Cincinnati, Cleveland, Dallas, Denver, Detroit, Florida, Grant Park, Honolulu, Houston, Indianapolis, Kennedy Center, Los Angeles, Louisville, Metropolitan Opera, Milwaukee, Minnesota, National, New Orleans, New York City Ballet, New York City Opera, New York Philharmonic, Oakland, Oklahoma, Oregon, Philadelphia, Phoenix, Pittsburgh, Rochester, Saint Louis, Saint Paul Chamber Orchestra, San Antonio, San Diego, San Francisco Ballet, San Francisco Opera, San Francisco Symphony, Seattle, Syracuse, Toledo, and Utah. Absent were New Jersey and North Carolina.

AFM president Victor Fuentealba, again attending for the entire conference as the IEB representative, reviewed the May meeting of orchestra musicians and local officials in Chicago and announced plans to appoint a committee to propose solutions to work dues problems to the IEB for action at the AFM convention of June 1987. There was much discussion with Fuentealba. Many delegates advocated a cap on work dues. A resolution urged the AFM to establish a minimal level of union services to orchestras, including payment of fees for professional negotiators, arbitration costs, and expenses incurred by ICSOM delegates in attending annual conferences, with the AFM helping locals when needed. Lew Waldeck reported on the Symphony Department; a West Coast branch of the Symphony Department was to open in Hollywood in the fall.

Chairman Zenone was sharply critical of the failure of delegates to effectively carry conference information back to home orchestras, of the lack of sharing of information (sometimes willful), and of conflicting statements by representatives of the same orchestra. Some meetings of negotiating orchestras had been successful, but others had been failures because of these problems.

The agenda included reports on the Strike Fund, Music Assistance Fund, conductor evaluation, the ICSOM medical survey, ICSOM computer use, ICSOM Emeritus, and the Congress of Strings. The media committee expressed concern about the use of archival and radio tapes to produce fund-raising records without compensation to musicians and without AFM consent; a resolution urged orchestras to cease this practice or to get AFM approval, and guidelines for making such records were subsequently prepared. Concern about the use of audition résumé tapes prompted establishment of a new committee to review this problem. Among orchestras negotiating, Oakland was a special concern, its management having filed for bankruptcy; a resolution of support was passed, as was one for Honolulu.

Workshops dealt with negotiations and with opera and ballet services in symphony schedules and contracts. Addresses were given by William Hembree, director of the Health Research Institute, who spoke at length on containment of escalating health care costs, and by Jack Golodner, head of the AFL-CIO Department of Professional Employees. Michael Bronson, media consultant, was available throughout the conference to talk with delegates about recording.

Frederick Zenone was succeeded as chair by Melanie Burrell, who was in turn succeeded as president by Lynn Larsen of the Utah Symphony. The conference was dedicated in honor of Henry Shaw, former *Senza Sordino* editor and long-time delegate from Cincinnati, retired from the Cincinnati Symphony and absent for the first time in many years.

Much space in *Senza Sordino* was given over to topics addressed by committees at the annual conference, to work dues relief, and to Oakland and bankruptcy actions. An issue devoted to music medicine presented a history of overuse syndrome, told of a Saint Louis program for assisting employees with personal problems, and presented guidelines for musicians' health maintenance. Another issue was dedicated to an extensive report on the ICSOM medical survey. The mini-chart was also published.

There were two meetings in Chicago of representatives and attorneys of negotiating orchestras with ICSOM and Symphony Department leadership. Attending on April 13 were Detroit, Los Angeles, National, Philadelphia, Pittsburgh, Saint Louis, Saint Paul, and San Francisco. Attending on May 18 were Denver, Florida, Houston, Milwaukee, Oklahoma, Rochester, San Antonio, San Diego, and Syracuse.

Chairman Burrell attended the meeting of the AFM Fiscal Structure Committee convened by AFM president Fuentealba in New York January 14-15, 1987. The ICSOM executive committee convened in New York March 22-23, and the ICSOM-MOMC liaison committee met in New York on March 22.

Among the correspondence are letters from the International Guild of Symphony, Opera, and Ballet Musicians (IGSOBM) to ICSOM orchestras. Bylaws for the Guild had been prepared by former ICSOM chairman Sam Denov.

1987-1988

The Salt Lake Sheraton Hotel and Towers was home for ICSOM delegates in 1987 from August 20-24. Represented were Alabama, Atlanta, Baltimore, Boston, Buffalo, Chicago, Chicago Lyric Opera, Cincinnati, Cleveland, Dallas, Denver, Detroit, Florida Symphony (Orlando), Grant Park, Honolulu, Houston, Indianapolis, Kennedy Center, Los Angeles, Louisville, Metropolitan Opera, Milwaukee, Minnesota, National, New Orleans, New York City Opera, North Carolina, Oakland, Oklahoma, Oregon, Philadelphia, Phoenix, Rochester, Saint Louis, Saint Paul Chamber Orchestra, San Antonio, San Diego, San Francisco Ballet, San Francisco Opera, San Francisco Symphony, Seattle, Syracuse, and Utah.

Absent were New Jersey, New York City Ballet, New York Philharmonic, and Pittsburgh (on foreign tour). Toledo had joined ROPA and had resigned its ICSOM membership during the year. The Florida Orchestra (Tampa) became a member of ICSOM at this conference.

AFM president Victor Fuentealba officially represented the Federation; he had been unsuccessful in a bid for re-election. President-elect J. Martin Emerson attended later in the week. Both addressed the delegates. Three other IEB members attended as well. Lew Waldeck reported the activities of the AFM Symphony Department.

Fuentealba and ICSOM chair Melanie Burrell reported the unsuccessful efforts of a joint committee to formulate an acceptable plan to reduce work dues; every solution involved problems due to variation in local situations. However, proposals requiring locals to provide competent representation for negotiations and arbitration hearings, and to make reasonable efforts to collect work dues from all members, did win approval at the 1987 AFM convention. Fuentealba noted that right-to-work laws and other legislation had reduced the AFM membership to under 200,000, and he predicted the Federation would eventually go bankrupt if relief were not obtained. He thought the main problem was structural.

Reports by ICSOM officers and committees dealt with the Congress of Strings (a third ICSOM scholarship, supporting a minority-group musician, was established at this conference), ICSOM computer club, ICSOM Emeritus program, media and the recently concluded negotiations of the audio-visual contract, computerization of the AFM wage chart, gathering of data not included on the AFM chart, AFM Strike Fund, ICSOM Emergency Relief Fund, conductor evaluations, sound levels (a subcommittee of ICSOM and MOMC representatives met in Chicago April 13, 1987, to address this topic), health care cost containment (addressed by another ICSOM-MOMC subcommittee), and contract negotiations. Delegates passed a resolution of support for San Antonio Symphony musicians, facing cancellation of the 1987-88 season.

Martin Fishbein and Susan Middlestadt, University of Illinois, gave their preliminary analysis of ICSOM medical survey data. Herman Benson, executive director of the Association for Union Democracy, addressed delegates, praising ICSOM and its achievements and noting its importance in the labor movement. Tom Hall and Henry Shaw gave a special presentation on ICSOM's 25th anniversary.

Reported abuse of audition tapes prompted delegates to reaffirm advocacy of using tapes only as adjuncts to written résumés and of holding open auditions. Spurred by the Detroit Symphony's plight in having two state senators threaten to withhold state funding because they felt the DSO had done too little to engage black musicians, and following a report on an August 13 meeting on minority issues held at Tanglewood, delegates reaffirmed ICSOM's long-standing concern and formed a committee to explore all aspects of minority-group participation in orchestras.

Delegates also approved formation of a Summit Committee of ICSOM, ROPA, OCSM, and RMA officers to facilitate communication among conferences. A Structure Committee was established to explore paths to more effective and cost-effective representation of ICSOM orchestras within the AFM. Another resolution called for the AFM to investigate and act on non-support of certain ICSOM orchestras by their local unions. Bylaws were amended to require AFM membership for ICSOM Governing Board members; a motion requiring AFM status for ICSOM delegates was indefinitely postponed. An amendment to raise dues from \$17-\$20-\$25 to \$20-\$25-\$30-\$38 was approved (and subsequently ratified by member orchestras).

In addition to the usual settlement summaries and the mini-chart of wages, *Senza Sordino* articles dealt with the annual conference, formation of the Summit Committee, the Musicians Union of Japan, Orchestra San Antonio, counsel's review of negotiations and settlements, music medicine, use of tapes for auditions, artistic advisory committees, ICSOM's data-gathering project (especially contracts on computer disk), use of arbitrators in negotiations, orchestra-union relations, problems in Seattle, the

demise of the Oklahoma Symphony, justice for extra musicians (subs), conductor evaluations, response to ICSOM orchestra requests for financial aid, orchestra finances, and retirement.

President Lynn Larsen resigned his position in November; chairperson Melanie Burrell appointed Tom Hall special assistant to assume his duties. The executive committee met in New York City on February 7-8 and again March 27-28, 1988. The Structure Committee convened in Chicago on April 4; a report was submitted to ICSOM orchestras in advance of the upcoming conference. A meeting of negotiating orchestras was held in Chicago April 18; representatives came from Baltimore, Chicago, Florida Orchestra, Houston, Louisville, Minnesota, New Orleans, and Utah.

Among correspondence is an exchange of letters between former ICSOM chairs Sam Denov and Irv Segall reflecting differing views of the way ICSOM should proceed in relations with the AFM.

1988-1989

The Ramada Renaissance Hotel near Buffalo's airport was the scene of the 1988 conference, August 17-21. Orchestras represented were Alabama, Atlanta, Baltimore, Boston, Buffalo, Chicago, Chicago Lyric Opera, Cincinnati, Cleveland, Dallas, Denver, Detroit, Florida Orchestra (Tampa), Florida Symphony (Orlando), Grant Park, Honolulu, Houston, Indianapolis, Kennedy Center, Los Angeles, Louisville, Metropolitan Opera, Milwaukee, Minnesota, New Jersey, New Orleans, New York City Opera, North Carolina, Oakland, Oklahoma, Oregon, Philadelphia, Phoenix, Pittsburgh, Rochester, Saint Louis, Saint Paul Chamber Orchestra, San Antonio, San Diego, San Francisco Ballet, San Francisco Opera, San Francisco Symphony, Seattle, Syracuse, and Utah. On foreign tour and represented by proxy were National and the New York Philharmonic. No delegate came from the New York City Ballet.

AFM president J. Martin Emerson and IEB member Richard Totusek attended for the Federation. President Emerson addressed the delegates on the state of the Federation, and Lew Waldeck reported on the AFM Symphony Department.

Chairperson Melanie Burrell reported on orchestras in trouble, the formation of the Summit Committee (comprising player conference officers); the ICSOM medical survey; liaison with major orchestra managers on studies of health care cost containment, of sound levels, and of the abuse of tapes in auditions (contrary to a resolution passed at the 1987 ICSOM conference). President Lynn Larsen had resigned during the season to become personnel manager in Boston; per ICSOM bylaws Burrell had assumed his duties, and she had appointed Tom Hall special assistant to help carry them out.

The Structure Committee gave an extensive report on its research and deliberations, and it recommended pursuing the possibility of symphony, opera, and ballet orchestra musicians forming a trade division within the AFM; a resolution asked the Governing Board to pursue the establishment of a joint committee (eventually the Trade Division Committee) to formulate a working model of such a trade division, including its governance and financing. A resolution called for a sub-committee of the ICSOM media committee to be formed to examine the issue of limited-pressing recordings and to advise the AFM International Executive Board (IEB) on this issue. Delegates approved amending the ICSOM conductor evaluation form to include a question on re-engagement. ICSOM bylaws were amended to require AFM membership of delegates.

Other committee reports addressed minority-group issues (especially noting problems in Detroit), ICSOM computer use, sound levels, and taped résumés. Reports were also given on the Strike Fund, ICSOM directory, the ICSOM data-gathering project (abandoned for lack of input by ICSOM orchestras), the Aspen medical conference, OCSM conference, and the ICSOM Emeritus program. Daniel Windham reported on the Music Assistance Fund Orchestral Fellowships program. A special presentation examined the role and responsibilities of the ICSOM delegate. Special presentations were given by Sam Hirsch (coalitions of unions) and Gordon Boles (retirement planning).

Orchestras in New Orleans, Oakland, and Oklahoma were threatened with permanent demise, and orchestras in Phoenix, San Antonio, and San Diego were also in deep trouble; delegates approved pursuing joint AFM-American Symphony Orchestra League funding of a position paper (a basis for further study) on “troubled orchestras” facing bankruptcies and season cancellations.

In January 1988 the AFM IEB had unilaterally established the Orchestra Service Program (OSP) to implement new AFM bylaws requiring the Federation to provide services a local union could not or would not provide. Two orchestras were already in OSP: the Florida Symphony and Seattle. There was a presentation and much discussion about the Seattle Symphony’s threat of decertification. Delegates strongly urged the Seattle Symphony to try to solve its problems with its local within the framework of the AFM and not to leave the union; their resolution also urged the AFM IEB to take steps to rectify the situation with the Seattle local. Seattle representatives thanked delegates for these actions.

Delegates urged the AFM to vigorously pursue legal and trade-union action to swiftly resolve the problems being caused by the New World Symphony, a “training orchestra” in south Florida that, in violation of an agreement with the local union, was promoting itself, seeking performance venues, and pursuing funding in ways that suggested it was a professional orchestra and was hence competing with other area professional orchestras while providing non-union wages and working conditions.

Brad Buckley was elected chairman, Melanie Burrell president.

Major articles in *Senza Sordino* reported on the meeting of the Summit Committee and the AFM IEB, the Seattle situation, the study of troubled orchestras, the AFM SSD staff (now four members), open auditions, asbestos in the workplace, Baltimore’s 21-week strike, the Aspen music medicine conference, music stands, life in the opera pit, and gains achieved at the 1989 AFM convention. Almost an entire issue was devoted to a look at black musicians in ICSOM orchestras; of special interest was the Detroit Symphony’s waiving its audition procedures and hiring a black musician in the face of pressure from two state senators. Settlement summaries and the mini-chart of wages filled out the pages.

The Seattle Symphony decertified in September 1988 and chose IGSOBM as its bargaining agent. The orchestra was officially notified on March 27, 1989, that it was no longer eligible to be an ICSOM orchestra. Richard Decker replaced Seattle Symphony musician Nancy Griffin as ICSOM secretary.

Correspondence and bulletins addressed the Seattle decertification of the AFM and ICSOM membership; meetings and deliberations of the Trade Division Committee; IGSOBM’s intervention in affairs of the Los Angeles Philharmonic without the orchestra members’ knowledge or consent; the Seattle Symphony’s recording with Delos Records, not signatory to the AFM recording agreement; the ICSOM-MOMC Liaison subcommittee exploration of issues relating to auditions; cancellation of the remainder of Denver’s season; Pittsburgh Symphony Orchestra members’ fund-raising challenge to trustees in February 1989; and solicitation of wage chart and ICSOM directory information.

The ICSOM-MOMC Liaison Committee met in New York City on November 11, 1988, to discuss health issues, auditions and tapes, affirmative action, and other topics. The ICSOM Governing Board met in New York City on March 20, 1989. The Trade Division Committee met in New York on December 3, 1988, and again on March 13, 1989; labor consultant William Roehl was engaged to study the possibilities of a trade division and to submit a report to the IEB with his recommendations. Negotiating orchestras met on April 14, 1989.

1989-1990

The Gant condominium complex in Aspen, Colorado, was the site of the 1989 conference, August 23-27, with the Denver Symphony serving as the host orchestra. Orchestras represented were Alabama, Atlanta, Baltimore, Boston, Buffalo, Chicago Lyric Opera, Cincinnati, Cleveland, Dallas, Denver, Detroit, Florida Orchestra, Florida Symphony, Grant Park, Honolulu, Houston, Indianapolis, Kennedy Center, Los

Angeles, Louisville, Metropolitan Opera, Milwaukee, Minnesota, National, New Jersey, New Orleans, New York City Ballet, New York City Opera, North Carolina, Oakland (now Oakland East Bay), Oklahoma, Oregon, Philadelphia, Phoenix, Pittsburgh, Rochester, Saint Louis, Saint Paul Chamber Orchestra, San Antonio, San Diego, San Francisco Ballet, San Francisco Opera, San Francisco Symphony, Syracuse, and Utah. On foreign tour and represented by proxy were Chicago and the New York Philharmonic. The Seattle Symphony, having decertified the AFM in September 1988 and most of its members no longer belonging to the AFM, had been officially notified in March 1989 that it was no longer eligible for ICSOM membership.

AFM president J. Martin Emerson and IEB member Richard Totusek attended for the Federation; Emerson addressed the delegates. Lew Waldeck reported on the expanded AFM Symphony Department.

Chairman Buckley reported on relations with the AFM; he also reported on problems in member orchestras, continuing dialogue with major managers, and attacks on the National Endowment for the Arts. President Burrell reported her discussions with the President's Council. Officers of OCSM, ROPA, and RMA also addressed delegates.

The theme of the conference was "the union." The ICSOM representatives on the Trade Division Committee reported on that committee's examination of a trade division within the AFM. At the June AFM convention in Nashville, as a direct result of the Trade Division Committee's activities, AFM bylaws were amended to require locals to provide orchestras with competent representation and pay reasonable expenses for negotiations and contract administration, including grievances and arbitration. Locals must also pay reasonable and necessary expenses for sending an orchestra's delegate to the appropriate player conference. Each player conference could now send three non-voting delegates to the AFM convention, entitled to introduce legislation, appear before committees, and speak from the floor. ICSOM bylaws were amended to designate the ICSOM chair, president, and a member-at-large as delegates to AFM conventions. Were the IEB to adopt the recent report by labor consultant William Roehl, the Symphony Department would become the Symphonic Services Division, the Media Department the Electronic Media Services Division, and the Summit Committee the Player Conference Council. Roehl gave the keynote address. A panel of local union officers (including IEB members) discussed services to orchestras.

[Note: There is confusion about the designation of the Structure and Trade Division committees. The Structure Committee was an ICSOM committee established at the 1987 conference; the Trade Division Committee was a joint committee established in 1988, consisting of representatives of ICSOM, ROPA, OCSM, RMA, and the AFM.]

Other reports were given on ICSOM Emeritus, amalgamation of health insurance coverage premiums, media activity, formal definition of "symphony orchestra" for AFM bylaws, child care, the ICSOM directory, issues related to *Senza Sordino*, and proposed compilation of data about foreign and domestic hotels.

Former Saint Louis Symphony bassist Russell Brodine presented personal perspectives on 24 years of symphony labor history. Fred Zenone presented a workshop on orchestra troubles. Another workshop addressed committee administration. Legal counsel presented workshops on negotiations and pensions. Daniel Windham gave an extended report on the Music Assistance Fund Orchestral Fellowships program and black musicians in symphony orchestras; a position paper exploring achieving racial balance in orchestras was adopted. Anne Murphy, executive director of the American Arts Alliance, urged musicians to lobby aggressively for legislative action; a legislative action committee was formed to keep delegates informed of Federal and State legislation regarding labor and the arts. A resolution was also passed in support of the Live Performing Arts Labor Relations Amendments (Live-PALRA) giving all musicians the right to bargain collectively and be represented by the union of their choice. Representatives from Detroit, Denver, Oakland East Bay, and Oklahoma told of their orchestras' difficulties; delegates authorized the Governing Board to explore all ways and means to resolve the problems of "troubled orchestras."

Senza Sordino issues contained more pages than ever. Articles addressed the annual conference, the National Endowment for the Arts, ICSOM dues, AFM legislative action (live-PALRA), progress toward a trade division, formation in October of the Colorado Symphony (succeeding the Denver Symphony, which had filed for bankruptcy), black musicians in orchestras, settlement summaries, US Congressman Sidney Yates and his advocacy for the arts, Houston Symphony musicians' project fund for public outreach (including a newsletter, *Upbeat*), Baltimore's tour boycott of the Ramada Ithaca in support of hotel employees, the National Symphony's tour of the Soviet Union, occupation workplace safety, music medicine clinics, the Roehl report and its adoption by the AFM IEB in March 1990, AFM restructuring, and ICSOM orchestra conductors and tours for 1989-1990. The annual mini-chart was also published.

In addition to news on orchestra situations, negotiations, and settlements, ICSOM bulletins announced legislative action alerts, a request for information about hotels on tours, and information about carrying instruments on planes.

The Player Conference Council (formerly the Summit Committee) met with the IEB in New York City on January 22, 1990, to discuss the Roehl Report. The ICSOM executive committee met in New York City on April 2. Meetings of representatives of negotiating orchestras were held April 16 in San Francisco, May 7 in Chicago, and May 21 in Orlando; over 20 orchestras participated. The President's Council met on July 23.

1990-1991

From August 22 to August 26, 1990, delegates gathered at the Grosvenor Hotel in Lake Buena Vista (near Orlando), Florida, for a conference hosted by the Florida Symphony. Orchestras represented were Alabama, Atlanta, Baltimore, Boston, Buffalo, Chicago, Chicago Lyric Opera, Cincinnati, Colorado (formerly Denver), Dallas, Detroit, Florida Orchestra, Florida Symphony, Grant Park, Honolulu, Houston, Indianapolis, Kennedy Center, Los Angeles, Louisville, Milwaukee, Minnesota, National, New Jersey, New Orleans, New York City Ballet, New York City Opera, North Carolina, Oregon, Philadelphia, Phoenix, Pittsburgh, Rochester, Saint Louis, San Antonio, San Diego, San Francisco Ballet, San Francisco Opera, Syracuse, and Utah. Not represented were Cleveland, Metropolitan Opera, New York Philharmonic, Saint Paul Chamber Orchestra, and San Francisco Symphony (on tour). The Oakland East Bay Symphony had joined ROPA; Oklahoma had folded. The Columbus (OH) Symphony and Philharmonic Orchestra of Florida (later Florida Philharmonic), both represented, joined the ranks of ICSOM orchestras.

An orientation for delegates preceded the official opening of the conference.

IEB member Eugene Frey officially represented the AFM and addressed delegates. Lew Waldeck also attended.

Chairman Buckley noted the IEB adoption of portions of the report by labor consultant Bill Roehl, resulting in structural changes in the Federation. The officers of the Player Conference Council (formerly the Summit Committee) met officially with IEB, and a "blue ribbon" panel had been appointed to pursue changes, including dues reform. Long study of joint administration of medical insurance plans concluded that such amalgamation would not work; a manual on negotiating health care benefits was made available to orchestras during the past season. President Burrell reported on her interaction with the President's Council, expanded to include representatives of 17 orchestras.

Labor consultant Bill Roehl again gave the keynote speech. Reports addressed the ICSOM directory (with a new computer program), the ICSOM Emeritus program, and the Strike Fund. Lew Waldeck's report of the AFM Symphonic Services Division (SSD, formerly the Symphony Department) noted that the AFM Congress of Strings had to be discontinued; ICSOM scholarship money, including that from the Mendelson Fund, would be directed elsewhere. The ICSOM legislative action committee reported on

ICSOM's campaigns for Live-PALRA legislation; for financial support for congressman Sidney Yates, long-time supporter for the arts; and for support of the National Endowment for the Arts, under attack from conservative groups and congressional representatives. A resolution called for support for Harvey Gantt, opposing Congressman Jesse Helms of North Carolina, a detractor of the Endowment.

AFL-CIO spokesman Michael Gildea also addressed the delegates on legislative action. Catherine French, chief executive officer of the American Symphony Orchestra League, spoke on the League's programs and services. Antoinette Handy, director of the Music Program of the National Endowment for the Arts, reported on the working of the program and on the debate about recent Endowment grants to controversial projects; delegates passed a resolution of support for the Endowment.

Union finances and services were a major focus of the conference. A panel discussed accessing the AFM; there were many complaints about the Electronic Media Services Division (EMSD). A resolution called for increased staffing and better service from the SSD and EMSD. AFM and local finances and services were extensively examined, including ICSOM orchestras' dues contributions relative to membership; it was noted that the constituency of the four player conferences, composing 5.4% of the AFM, paid over 55% of AFM work dues collected. A resolution urged the blue ribbon panel to take bold steps to address the financial and structural problems of the union.

Orchestras reported on their special troubles: New Orleans, North Carolina, Detroit, Buffalo, and Colorado (formerly Denver) faced considerable difficulties.

Other topics addressed at the conference included the Drug-Free Workplace Act; instrument transportation on airlines; audition procedures; orchestra input to and observance (and lack of observance) of national media contracts; service conversion; orchestras in the AFM Orchestra Service Program (OSP); abuses of the conductor evaluation program; formal definition of "symphony orchestra" for the AFM bylaws; health and safety in the symphony workplace; and educational orchestras (the New World Symphony) competing with professional orchestras. A resolution called for the creation of a foundation to receive and use funds for ICSOM projects. ICSOM, ROPA, and OCSM agreed to share conductor evaluation information.

Regrettably, Len Leibowitz and Liza Hirsch DuBrul were dissolving their partnership; Leibowitz was retained as counsel. The conference was dedicated to the memory of former ICSOM treasurer John Palanchian, who had died in December 1989.

Major topics addressed in *Senza Sordino* included an extensive review of the annual conference; AFM financial woes; legislative action; conductor evaluation; not-for-profit status for orchestra committees; the condition of printed music; the Blue Ribbon Committee's deliberations and its recommendations for reform; reminiscences of union activist Wayne Barrington; good orchestra-union relations in Honolulu, thanks largely to local president Milton Carter; reviews of books about auditioning; and music medicine. The newsletter also included settlement summaries and the annual mini-chart of wages. Of note is a thoughtful and probing essay by editor Deborah Torch about the relationships among the constituencies of symphony orchestras.

The Governing Board met April 8, 1991, for conference planning. The President's Council met in Chicago on July 16; representatives from six orchestras attended. Two meetings of representatives of negotiating orchestras are mentioned, but dates are undocumented.

Bulletins were issued using a new desktop publishing program, an indication of ICSOM's increasing use of computers.

1991-1992

Antlers at Vail, in Vail, Colorado, was the 1991 conference site, August 21-25. For the first time, there was no host orchestra; conference arrangements were handled by the Governing Board and a conference coordinator. Orchestras represented were Alabama, Atlanta, Baltimore, Boston, Buffalo, Chicago, Chicago Lyric Opera, Cincinnati, Colorado, Columbus, Dallas, Detroit, Florida Orchestra, Florida Philharmonic, Florida Symphony, Grant Park, Honolulu, Houston, Indianapolis, Kennedy Center, Los Angeles, Louisville, Metropolitan Opera, Milwaukee, Minnesota, National, New Jersey, New Orleans, New York City Ballet, New York City Opera, New York Philharmonic, North Carolina, Oregon, Philadelphia, Phoenix, Pittsburgh, Rochester, Saint Louis, Saint Paul Chamber Orchestra, San Antonio, San Diego, San Francisco Ballet, San Francisco Opera, San Francisco Symphony, Syracuse, and Utah. No delegate came from Cleveland.

Newly elected AFM president Mark Tully Massagli attended and gave the keynote address. AFM vice-president Steve Young, the official Federation representative present the entire conference, also addressed delegates. Both acknowledged the need to provide better services to orchestras. A dozen local officers also attended. Lew Waldeck told about the activities and staff of the Symphonic Services Division (SSD).

A major event reported by chairman Brad Buckley was the action of the AFM convention in increasing dues and in approving bylaw amendments, developed by the ICSOM Structure Committee and the AFM's Blue Ribbon Committee, mandating that certain services be provided by locals to orchestras. ICSOM labor consultant Bill Roehl spoke about the AFM bylaws changes and led delegates in a discussion of the services orchestras expect the AFM Symphonic Services Division (SSD) to provide. An extensive list developed, including databases on many topics, monitoring media activity, and education and training for committees and local officers.

Special presentations by guest speakers focused on national health care reform (Judith Meredith); a study (which involved six ICSOM orchestras) to explore effective prevention of occupation-related medical problems (Dr. Alice Brandfonbrener); and improving the quality of orchestra parts (Joe Muccioli and Tina Hafemeister of the American Society of Music Copyists). A task force was to be appointed to address this last issue. Considerable time was consumed by the preparation and presentation of a mock negotiating session, engineered by legal counsel Leonard Leibowitz. Reports were given on ICSOM Emeritus, media, the Strike Fund, the Aspen medical conference, conductor evaluation, computer use, and the special problems of the Colorado Symphony and Buffalo Philharmonic.

Senza Sordino dropped the Roman numeral designation in 1991-1992 and was issued as Volume 30. Major articles in the newsletter focused on the annual conference and its major topics; the Rochester Philharmonic musicians' awards for outstanding music educators; dismissals for "artistic reasons" vs. "just cause"; pension plan provisions (the "rule of 85"); the Honolulu Symphony's *Concertgoer's Guide*; a long-fought dismissals case in Atlanta; the report of the ICSOM committee on troubled orchestras (notably New Orleans, Syracuse, and Columbus); a personal perspective on the 1991 ICSOM conference by *Senza Sordino* assistant editor Marsha Schweitzer; organizing orchestra committees as businesses; acoustical shields and ear plugs; music medicine issues; personal perspectives of a black orchestral musician; long-term disability insurance; a new joint council at the New York Philharmonic; and the mini-chart of wages.

The Player Conference Council (PCC) met in Las Vegas on December 17, 1991; David Angus attended for ICSOM. The subcommittee on troubled orchestras met on February 2, 1992.

1992-1993

In 1992, from August 19 to 23, delegates again convened at the Antlers at Vail, Colorado. All ICSOM orchestras were represented. Attending were delegates from Alabama, Atlanta, Baltimore, Boston, Buffalo, Chicago, Chicago Lyric Opera, Cincinnati, Cleveland, Colorado, Columbus, Dallas, Detroit, Florida Orchestra, Florida Philharmonic, Florida Symphony, Grant Park, Honolulu, Houston, Indianapolis, Kennedy Center, Louisville, Metropolitan Opera, Milwaukee, Minnesota, National, New Jersey, New York City Ballet, New York City Opera, New York Philharmonic, North Carolina, Oregon, Philadelphia, Phoenix, Rochester, Saint Louis, Saint Paul Chamber Orchestra, San Antonio, San Diego, San Francisco Ballet, San Francisco Opera, San Francisco Symphony, Syracuse, and Utah. On foreign tour and represented by proxy were Pittsburgh and Los Angeles. The New Orleans Symphony had folded. Representatives came from the newly formed Louisiana Philharmonic, a co-operative (musician-governed) orchestra.

AFM president Mark Tully Massagli attended and addressed the delegates on AFM activities and services. IEB member Kenneth Shirk was the official AFM representative and attended the entire conference. AFM secretary-treasurer Stephen Sprague's speech about immigration laws affecting musicians led to extended and sometimes heated discussion about protectionism vs. jobs for foreign musicians in American orchestras. Lew Waldeck reported on AFM SSD staff and services. Some two dozen AFM and union local officers also attended the conference, and the Musicians' Union of Japan sent a representative, Shin Moriya.

Chairman Buckley gave his observations about ICSOM past, present, and future. Dr. Edward Arian, political scientist and former Philadelphia Orchestra member (and one of the first ICSOM delegates), offered personal reflections on orchestra life past and projections for the future. Adolfo Nodal, head of the Los Angeles Department of Cultural Affairs, spoke about arts in the community, and Kim Fellner, consultant to the AFM, spoke about public relations. Leonard Leibowitz's workshop focused on the function and responsibilities of orchestra committees, especially during grievances and negotiations.

Reports were given on the AFM Strike Fund (new eligibility requirements), ICSOM Emeritus, ICSOM computer use, the ICSOM directory, conductor evaluation, and concessionary bargaining. The media committee again noted problems with orchestras cutting their own deals at variance with AFM contracts, and also noted the wide local variation in syndicated radio rates; a subcommittee was appointed and recommended national guidelines that delegates approved in a resolution calling for a national AFM contract for orchestra radio syndication activity. Recording by military bands was also discussed.

Other resolutions called for the AFM to support a program to reintegrate orchestras and locals in the Orchestra Services Program (OSP); for ICSOM to establish a pilot program to help orchestras organize internally (with San Antonio as the pilot site); for ICSOM to propose an AFM bylaw amendment to eliminate multiple assessments of local *per capita* dues for musicians belonging to more than one local; for ICSOM to protest AFM intervention in local Pamphlet B agreements (traveling musicians); and for the AFM to aggressively pursue defining and improving relations between musicians and employer-contractors. Delegates also endorsed the Coalition for the Advancement of Live Music (CALM).

Four orchestras reported on special and difficult situations: Buffalo, Colorado, Columbus, and Syracuse. Representatives of the Louisiana Philharmonic also spoke.

Cake and ice cream, courtesy of the conference hotel, was served in celebration of ICSOM's 30th anniversary and in honor of special guests Melanie Burrell, Irving Segall, and Fred Zenone, former ICSOM chairs who attended and addressed the delegates. Zenone also responded critically to the report on the financial condition of American orchestras recently delivered to the American Symphony Orchestra League by Thomas Wolf; Zenone had resigned his position on the League's board.

Only four issues of *Senza Sordino* were published. One issue was dedicated to a review of the conference and those attending. Another entire issue was a primer on employee benefits. Other topics addressed were a National Symphony tour to Alaska; the orchestra librarian; *The Musician's Survival Manual*, written by Richard, Norris, M.D., edited by Deborah Torch, and published by ICSOM; and thirty years of *Senza Sordino*. A mini-chart of wages also appeared.

The Governing Board met in New York City on March 1, 1993, to plan the upcoming conference.

1993-1994

Delegates convened at the Resort Center in Park City, Utah, August 18-22. There was no host orchestra. Represented were Alabama, Atlanta, Baltimore, Boston, Buffalo, Chicago, Chicago Lyric Opera, Cincinnati, Cleveland, Colorado, Columbus, Dallas, Detroit, Florida Orchestra, Florida Philharmonic, Grant Park, Honolulu, Houston, Indianapolis, Kennedy Center, Los Angeles, Louisville, Metropolitan Opera, Milwaukee, Minnesota, National, New Jersey, New York City Ballet, New York City Opera, New York Philharmonic, North Carolina, Oregon, Philadelphia, Phoenix, Pittsburgh, Rochester, Saint Louis, Saint Paul Chamber Orchestra, San Antonio, San Diego, San Francisco Ballet, San Francisco Opera, San Francisco Symphony, Syracuse, and Utah. The Florida Symphony had permanently ceased operations. An observer attended from the Louisiana Philharmonic, which was granted a one-year provisional extension of membership.

AFM IEB member Tom Lee was the official AFM representative and addressed the delegates. Approximately a dozen AFM and union local officers also attended the conference, and Shin Moriya again attended from the Musicians' Union of Japan. Lew Waldeck attended and reported on the AFM Symphonic Services Division.

ICSOM chairman Brad Buckley reported that he, David Angus, and Jim Clute had attended the AFM convention, where significant changes were approved: local unions must have all media language in contracts approved before ratification; and AFM members must not make tapes that replace live musicians. AFM *per capita* dues were increased. Buckley also gave a special address focusing on two recent publications by the American Symphony Orchestra League, the *Wolf Report* (1992) and *Americanizing the American Orchestra* (1993) that had generated much negative press. Buckley questioned the premises and recommendations of these reports and noted that ICSOM and ROPA relations with the League had deteriorated. Comments from the floor were also critical of the League. (An ICSOM press release challenging the *Americanizing the American Orchestra* was subsequently issued.)

ICSOM labor consultant William Roehl addressed the delegates on organizing, and Richard Hackman and Erin Lehman of Harvard University presented results of their study of mobility and leadership in American and European orchestras. Marion Godfrey, program director of culture at the Pew Charitable Trusts, spoke about foundation funding for the arts and received comments about the League's *Americanizing the American Orchestra* study, which Pew had helped to fund. She noted that foundations were interested in diversity and education and preferred to put money into special programs rather than operational funding. Legal counsel Leonard Leibowitz gave his traditional negotiation workshop, and Chairman Buckley presided over a media forum. Reports were given on the AFM Strike Fund, the ICSOM directory, ICSOM Emeritus, music medicine, and troubled orchestras.

Resolutions were adopted requesting the AFM to relax payments for civic and promotional use of audio-visual material; assessing each ICSOM orchestra \$1 per member to be kept in a fund to support the education of members of ethnic groups under-represented in US orchestras, including persons studying at music schools to be classical instrumentalists; urging the AFM to introduce and sponsor legislation to reinstate the tax deduction for home practice studios; urging the AFM IEB see that Local 802 enforce the union security clause of the New York City Ballet Orchestra; denouncing divisive management tactics;

encouraging delegates to the upcoming AFM convention to recruit and elect women and minorities to the AFM IEB; urging the AFM IEB to create and maintain a complete on-line database, including orchestra contracts, and to reinstate the 800 (toll-free) number to the AFM offices; supporting the members of the Utah Symphony, who were threatened with the cancellation of a season; urging the non-union members of the Utah Symphony to join the AFM; and urging the ICSOM Governing Board to not hold the annual conference in any state or city with laws that limit civil rights.

The first issue of *Senza Sordino* reviewed the annual conference, including the addresses by Buckley and Godfrey. Later issues examined orchestra newsletters, predictions of the demise of orchestras, the legal underpinnings of the negotiation process, researching orchestra boards, orchestra settlements, a favorable ruling on the IRS case (subsidized in part by ICSOM) restoring a deduction for musical instrument depreciation, ICSOM's online presence (icsom.org) and its new electronic newsletter *DOS Orchestra*, and miscellaneous tidbits and newslets. A complete index to *Senza Sordino* from 1963 to 1994 was published, as were orchestra settlement summaries and the annual mini-chart of wages. *Senza Sordino* was made available online through the AFM SSD computer bulletin board.

The Governing Board met in New York for conference planning during the year, but the date is not documented.

1994-1995

Delegates met in Vail, Colorado, August 17-21, for the 1994 conference at the Antlers at Vail. Represented were Atlanta, Baltimore, Boston, Buffalo, Chicago, Chicago Lyric Opera, Cincinnati, Colorado, Columbus, Dallas, Florida Orchestra, Florida Philharmonic, Grant Park, Honolulu (Hawaii), Houston, Indianapolis, Kennedy Center, Los Angeles, Louisville, Metropolitan Opera, Milwaukee, Minnesota, National, New Jersey, New York City Ballet, New York City Opera, New York Philharmonic, North Carolina, Oregon, Philadelphia, Phoenix, Rochester, Saint Louis, Saint Paul Chamber Orchestra, San Antonio, San Diego, San Francisco Ballet, San Francisco Opera, San Francisco Symphony, Syracuse, and Utah. The Cleveland, Detroit, and Pittsburgh orchestras were on tour and not represented by proxy. The Alabama Symphony had gone bankrupt and its ICSOM membership status was uncertain, but a delegate was present.

AFM president Mark Tully Massagli represented the Federation and addressed the delegates. He noted with regret the resignation of Lew Waldeck as director of the Symphonic Services Division in February and welcomed Florence Nelson as Lew's successor. Waldeck and Nelson addressed the delegates, as did representatives of ROPA and OCSM.

Joel Wachs, Los Angeles city councilman, spoke about the role of government in the arts. Ray Abernathy, public relations consultant to American Airlines, spoke about orchestra musicians and public relations. AFM legal counsel Patricia Pollach spoke about the impact of bankruptcy laws on collective bargaining agreements. ICSOM labor consultant Bill Roehl also addressed the delegates. AFM vice-president Steve Young and IEB member Tim Shea demonstrated the new AFM computer bulletin board. ICSOM legal counsel Leonard Leibowitz presented his ever-popular negotiation workshop, and Florence Nelson led a panel discussion of the role and duties of orchestra committees. Attorney Barbara Jaccoma discussed sexual harassment in the workplace. Reports were given on media, conductor evaluation, ICSOM Emeritus, and use of computers.

Resolutions directed that the *ICSOM Directory* be published annually (instead of every two years); urged non-elected orchestra musician representatives to decline invitations from the American Symphony Orchestra League to serve in various capacities; amended ICSOM bylaws to allow foreign orchestras to have associate membership and to allow for suspended membership status for orchestras no longer meeting membership requirements; recognized and honored orchestras that had supported the Kennedy Center orchestra during recent troubles; thanked Liza Hirsch DuBrul for her contributions to orchestras;

urged the AFM to pay for local union expenses incurred in the Alabama Symphony bankruptcy appeal; recommended that ICSOM delegates be included as *ex officio* members of orchestra committees; and advocated contract language that placed restrictions on dismissal procedures by incoming or departing music directors.

Major articles in *Senza Sordino* included a review of the 1994 conference; an extensive interview with Thomas Wolf (author of the American Symphony Orchestra League's *Wolf Report*); advocacy for the National Endowment of the Arts; the duty of fair representation by unions; a report on the AFM convention in June 1995; the annual mini-chart of wages; the AFM convention; and miscellaneous newsletters, including the announcement of the creation of an ICSOM online mailing list.

[Note: The final issue of Volume 33 was published later than usual and appeared with a report of the 1995 annual conference and with summaries of orchestra settlements.]

1994-1995 was the year of the computer revolution for ICSOM. All Governing Board members were connected on the Internet, and much information was exchanged by electronic mail (e-mail). There were problems as well as benefits with this new mode of communication. The decreasing mailings of bulletins in this and succeeding years suggests that information was increasingly and more quickly being disseminated online.

The governing met in Newark, New Jersey, in March and April 1995 to discuss ongoing issues and conference planning.

1995-1996

Delegates met in Vail, Colorado, August 16-20, for the 1995 conference at the Antlers at Vail. Represented were Atlanta, Baltimore, Boston, Buffalo, Chicago, Chicago Lyric Opera, Cincinnati, Cleveland, Colorado, Columbus, Dallas, Detroit, Florida Orchestra, Florida Philharmonic, Grant Park, Honolulu (Hawaii), Houston, Indianapolis, Kennedy Center, Los Angeles, Louisville, Metropolitan Opera, Milwaukee, Minnesota, National, New Jersey, New York City Ballet, New York City Opera, New York Philharmonic, North Carolina, Oregon, Philadelphia, Pittsburgh, Rochester, Saint Louis, San Antonio, San Diego, San Francisco Ballet, San Francisco Opera, San Francisco Symphony, Syracuse, and Utah. The Alabama Symphony had folded, apparently for good. The Saint Paul Chamber Orchestra and Phoenix Symphony did not send delegates. A representative from the Kansas City Symphony was also present. During the conference Kansas City was assured of membership once the orchestra successfully negotiated a union recognition clause into its contract.

The AFM was represented by newly elected AFM president Steve Young, who addressed the delegates. Addresses were also given by AFM Symphonic Services director Florence Nelson, ROPA president Andrew Brandt, and by Shin Moriya, representative of the Musicians' Union of Japan.

In his chairman's report, Brad Buckley expressed concern about the endangered National Endowment for the Arts, addressed orchestra membership on symphony boards, and contemplated the musicians' role in the future of the orchestra profession. Former federal mediator Wayne Horvitz and ICSOM legal counsel Leonard Leibowitz presented a workshop on mediation; former ICSOM legal counsel Liza DuBrul led a panel discussion on negotiating in the 1990's; Richard Hackman of Harvard led a panel discussion on cooperative (self-governing) orchestras; and Leibowitz (attending his 25th ICSOM conference) presented a workshop on pensions. Brad Buckley led a lengthy discussion on upcoming negotiations for a new phonograph agreement; consideration was given to ways to make recording available to smaller orchestras, with delegates overwhelmingly opposed to any reduction in current rates. Reports were given on ICSOM computer use (including *DOS Orchestra*), the instrument depreciation tax case, the ICSOM directory, and conductor evaluation. Delegates passed a resolution endorsing the inclusion of domestic-partner benefits in orchestra contracts and encouraged the AFM SSD to prepare model language.

[Note: *Senza Sordino* switched from seasonal to calendar-year numbering beginning with Volume 34, No. 1, in January 1996. Only issues Nos. 1 and 2 (edited by Robert Levine), and 5&6 (combined, edited by Marsha Schweitzer) exist. Numbers 3 and 4 were never published. Henceforward in these summaries, which are based on a seasonal pattern, the content will be for those issues that appeared between conferences.]

Major articles in *Senza Sordino* issues published between conferences dealt with the annual conference, settlement summaries, AFM pension fund, conductor evaluations, orchestra musician involvement with institutional decision-making, the rebirth of the Honolulu Symphony (existing from 1994 to 1996 as the Hawaii Symphony), and the completed phono negotiations. Also appearing were the announcement of the formation in May 1995 of the Symphony Orchestra Institute (SOI), the annual mini-chart of wages, and miscellaneous newsletters.

1995-1996 was apparently the first year of ICSOM awards to minority-group musicians in the Music Assistance Fund Orchestral Fellowship program, now sponsored by the American Symphony Orchestra League and administered by Alberto Gutierrez. The collection of funds for such a use had been authorized at the 1993 ICSOM conference.

1996-1997

Delegates met in Vail, Colorado, August 21-24, for the 1996 conference at the Antlers at Vail. Represented were Atlanta, Baltimore, Boston, Buffalo, Chicago, Chicago Lyric Opera, Cincinnati, Colorado, Columbus, Dallas, Detroit, Florida Orchestra, Florida Philharmonic, Grant Park, Honolulu, Houston, Indianapolis, Kennedy Center, Los Angeles, Louisville, Metropolitan Opera, Milwaukee, Minnesota, National, New Jersey, New York City Ballet, New York City Opera, North Carolina, Oregon, Philadelphia, Phoenix, Pittsburgh, Rochester, Saint Louis, San Antonio, San Diego, San Francisco Ballet, San Francisco Opera, San Francisco Symphony, Syracuse, and Utah. The New York Philharmonic was on tour and was represented by proxy. The Saint Paul Chamber Orchestra and Cleveland Orchestra did not send delegates.

William Moriarity, AFM IEB, was the official Federation representative and addressed the delegates, advocating reform in AFM finances and structure. AFM president Steve Young arrived later in the conference and also addressed the delegates, citing the Federation's financial difficulties. Florence Nelson gave her annual report as director of the AFM Symphonic Services Division.

The keynote address was given by Paul Judy, founder and president of the Symphony Orchestra Institute (SOI). Mr. Judy was most concerned about certain dysfunctional aspects of orchestra institutions, and he hoped the SOI could improve orchestras' effectiveness, enhance their value to the community, and assure their preservation. His address stimulated much discussion. Brad Buckley, in his last report as ICSOM chairman, spoke on many issues, including troubled orchestras and the new phono agreement. Deborah Torch moderated a panel addressing advantages and disadvantages of cooperation with employers, and another panel was devoted to examining the problems of orchestras in trouble: Milwaukee, Louisville, Honolulu, San Antonio, and San Diego. ICSOM legal counsel Leonard Leibowitz spoke about job security, particularly contract language dealing with discharge of musicians. Media consultant Barbara Haig led a lively seminar on public relations techniques; and Nancy Meier, of the Arts and Business Council, New York City, spoke about the relations between the arts and business. Kenshi Morooka, of the Musicians' Union of Japan, addressed the delegates.

Reports were given on ICSOM Emeritus, computer use (including *DOS Orchestra*), the instrument depreciation tax case, the ICSOM directory, and conductor evaluation. The annual report on the state of the AFM Strike Fund was extended because of problems in the administration of the Fund.

Delegates passed resolutions commending AFM president Steve Young for his leadership in national media contracts; advocating ready access to orchestra committee meetings by ICSOM delegates;

supporting the Major Orchestra Librarians Association, commending MOLA for efforts to improve the quality of printed music, and encouraging management support for musician refusals to accept substandard parts; urging the AFM to begin preparing immediately for the next phono negotiations; urging locals to approve collective bargaining agreements for orchestras that have successfully negotiated “Saint Louis clauses” (mandating payment of dues and assessments, including assessments used to pay ICSOM dues, as a condition of employment) into those contracts; deploring the employment of student musicians to replace professionals; supporting the Sacramento Symphony; and forgiving the 1995-1996 ICSOM dues for the orchestras of San Diego and Louisville.

Brad Buckley declined to run again after serving eight distinguished years as ICSOM chairman and was honored by the delegates, Governing Board, and the AFM. Buckley was named ICSOM Chairman Emeritus and appointed permanent chair of the ICSOM media committee. Robert Levine was elected as his successor.

Articles that appeared in *Senza Sordino* between conferences were reports on the 1996 conference, including the keynote address by Paul Judy; problems of orchestras in San Diego, Alabama, Louisville (extensive coverage), and Honolulu; strikes in Philadelphia, Atlanta, and San Francisco; the establishment of an ICSOM website (www.icsom.org) and distribution of an ICSOM CD-ROM; chairs designed especially for performing musicians; tax deductions for depreciation of instruments; dramatically increased AFM Strike Fund benefits; Robert Levine’s response to a *New York Times* article on “the decline and fall of classical music”; RMA’s opposition to increases in AFM electronic media dues; ICSOM finances; the Chicago Symphony Alumni Association; a review of the book *An Orchestra Musician’s Odyssey*; the AFM convention, AFM finances, and the possibilities of restructuring the AFM. Also appearing were the annual mini-chart of wages and miscellaneous newsletters.

1997-1998

Delegates met August 20-23 in Vail, Colorado, for the 1997 conference at the Antlers at Vail. Represented were Atlanta, Baltimore, Boston, Buffalo, Chicago, Chicago Lyric Opera, Cincinnati, Cleveland, Colorado, Columbus, Detroit, Florida Orchestra, Grant Park, Honolulu, Houston, Indianapolis, Kennedy Center, Los Angeles, Louisville, Metropolitan Opera, Milwaukee, Minnesota, National, New Jersey, New York City Ballet, New York City Opera, New York Philharmonic North Carolina, Oregon, Philadelphia, Phoenix, Pittsburgh, Rochester, Saint Louis, Saint Paul Chamber Orchestra, San Antonio, San Diego, San Francisco Ballet, San Francisco Opera, San Francisco Symphony, Syracuse, and Utah. The Dallas Symphony and Florida Philharmonic did not send delegates. The Jacksonville Symphony was represented and admitted to membership.

AFM president Steve Young addressed the delegates during the conference, noting that the AFM was broke and that delegates to the AFM convention had failed to enact measures to effectively address the problem. Florence Nelson reported on the AFM Symphonic Services Division; the SSD budget had been cut substantially.

Former ICSOM legal counsel I. Philip Sipser gave the keynote address. Chairman Robert Levine reported on increased AFM Strike Fund benefits; situations in Louisville (the orchestra had been placed in the Orchestra Services Program), and Seattle (still non-AFM); improved relations with the American Symphony Orchestra League; and the new ICSOM website and CD-ROM. Scott Reed, of the Seattle AFM local, led a discussion of members whose orchestras had recently been on strike; a similar panel moderated by Herb Winslow (Saint Paul Chamber Orchestra) examined early settlements; and another panel, led by Richard Totusek (Local 47, Los Angeles), addressed restructuring the AFM. Florence Nelson and ICSOM legal counsel Leonard Leibowitz led a workshop on the role of the shop steward. Leibowitz also led a workshop on sexual harassment. Former ICSOM chairman Fred Zenone reported on the activities of the Symphony Orchestra Institute (SOI) and spoke about participatory management.

Reports were given on the ICSOM directory, ICSOM Emeritus, conductor evaluation, the AFM Strike Fund, computer use, and the New World Symphony.

Resolutions recognized the contributions of Abe Torchinsky (administrator of the ICSOM Emeritus program) and of Evelyne Robitaille (outgoing president of OCSM); called upon the IEB to increase the staffing and funding levels of the SSD and to create and maintain a database of financial information for institutions that employ AFM members; authorized the ICSOM Governing Board to select two trustees of the Strike Fund, in accordance with AFM bylaws; encouraged member orchestras to include librarians in the bargaining unit; encouraged the AFM Pension Fund to allow an option of choosing survivor benefits for domestic partners; commended conductor Neeme Järvi for his participation in a strike fund benefit concert; congratulated Ron Carey for leading a successful Teamsters strike; supported orchestras in Puerto Rico and Houston; urged the AFM to retain its 800 (toll-free) telephone line; urged the IEB to organize musicians in the popular music field; called on ICSOM to form and fund, with other player conferences, an Investigative Task Force (ITF) to study ways to enhance the AFM's services, efficiency, and resources; and called upon ICSOM, working with the other player conferences, to create a Unity Conference for 1998 in lieu of separate meetings.

Following an issue reviewing the 1997 ICSOM conference, *Senza Sordino* devoted many articles throughout the season providing extensive background in preparation for the 1998 Unity Conference: a history of dissent and union democracy in the AFM, an examination of AFM finances and services ("Dues and Don'ts"), a report on the 1997 ICSOM conference and the examination of restructuring the AFM, and reports on the activities of the Investigative Task Force. There were also articles about activities in Louisville (continuing a multi-part series); the George Meany Center for Labor Studies; ICSOM finances; the Milwaukee Ballet and Milwaukee Symphony; and former AFM president James Petrillo. The Kansas City Symphony officially became a member in May 1998, which was duly noted in the newsletter. Also appearing were book reviews on group organization and on music medicine, the annual mini-chart of wages, and miscellaneous newslets.

The Player Conference Council met with the AFM IEB on September 21; reports suggest that the IEB was not especially responsive. There was an annual mid-winter meeting of the Governing Board, but the date is not documented. The Investigative Task Force met a number of times in preparation for the 1998 Unity conference.

1998-1999

From August 19 to August 22, 1998, officers and delegates of the five player conferences (ICSOM, ROPA, OCSM, RMA, and TMA) met at the Riviera Hotel and Casino in Las Vegas, Nevada, for an historic Unity Conference. Two days were devoted to conference business, and two days were allowed for plenary sessions. All ICSOM orchestras sent delegates: Atlanta, Baltimore, Boston, Buffalo, Chicago, Chicago Lyric Opera, Cincinnati, Cleveland, Colorado, Columbus, Dallas, Detroit, Florida Orchestra, Florida Philharmonic, Grant Park, Honolulu, Houston, Indianapolis, Jacksonville, Kansas City, Kennedy Center, Los Angeles, Louisville, Metropolitan Opera, Milwaukee, Minnesota, National, New Jersey, New York City Ballet, New York City Opera, New York Philharmonic, North Carolina, Oregon, Philadelphia, Phoenix, Pittsburgh, Rochester, Saint Louis, Saint Paul Chamber Orchestra, San Antonio, San Diego, San Francisco Ballet, San Francisco Opera, San Francisco Symphony, Syracuse, and Utah. The Alabama Symphony Orchestra, reconstituted, was represented and was granted membership.

At plenary sessions, delegates heard addresses by AFM president Steve Young and keynote speaker Ken Paff, of Teamsters for a Democratic Union. Young opined that trade divisions were not effective, and that any significant reform would come from orchestra representatives being elected delegates to the AFM conventions; he urged more orchestra musician involvement in local unions. The rest of plenary time was given over to the report of the Investigative Task Force (ITF). The ITF proposed greater AFM

emphasis on organizing; establishment of a Conference Representatives Board (CRB); banning contractor/employers on union boards; better training for local union officers; inactive life membership; equitable universal work dues; student memberships in the AFM; moving AFM headquarters out of New York; and no extra charges for what work dues should cover. There was extensive discussion of the ITF proposals in plenary and conference sessions.

In addition to discussion of the ITF proposals in ICSOM meetings, standard conference business was addressed. AFM IEB member Tammy Kirk was the official Federation representative and briefly addressed the delegates, noting that the AFM had ended its fiscal year with a modest surplus. Chairman Robert Levine noted that communication between the Player Conference Council (PCC) and AFM IEB called for in the Roehl Report had not been satisfactorily consummated. He also reported on interaction with the American Symphony Orchestra League, the Symphony Orchestra Institute, and the Mellon Foundation. Reports were given on the ICSOM directory, the mini-chart of wages, ICSOM Emeritus, computer use, the AFM Strike Fund, and the AFM Symphonic Services Division, operating with reduced staff and funds. Levine, counsel Leonard Leibowitz, and Martin Foster, head of the Symphony and Opera Musicians Association (of Australia) examined the problems Australian musicians encountered with their national union and the reforms they undertook. The entire AFM International Executive Board (IEB) attended an ICSOM session for dialogue with delegates, as did International Representatives Dennis Lynch and Don Shumate, who explained IR functions and responsibilities. Brad Buckley and Shari Hoffman, AFM SSD, presented a media workshop, including a discussion of recording produced and marketed by orchestras themselves. Orchestras were again urged to not locally negotiate deals inconsistent with national media contracts. The latest version of the ICSOM CD-ROM was distributed to delegates.

Resolutions were passed urging ICSOM delegates to run for delegates to the 1999 AFM convention; commending the Australian musicians for their fight for union democracy; banning ICSOM officers and delegates from serving as personnel managers or union booking agents; authorizing the ICSOM chairman and Governing Board to agree to changes in the final proposals of the ITF; supporting orchestras in trouble; advocating a student rate for the *International Musician*; urging member orchestras to adopt guidelines concerning electronic media guarantees (EMGs); and urging the Governing Board to instruct delegates in specific strategies during the year to see that the ITF proposals were passed at the 1999 AFM convention.

In addition to news of orchestra work stoppages, negotiations, and settlements, articles that appeared in *Senza Sordino* issues between conferences were about the Unity conference; sound levels on stage and resultant hearing problems; the New York Philharmonic's supplemental pension fund, subsidized by open rehearsals and administered by NYP musicians; unions in other professions; editorials by Robert Levine on the state of the union and the need for specific reforms; domestic partner benefits in orchestras; the San Francisco Symphony on tour; ICSOM resolutions to be presented at the 1999 AFM convention; a preview of the 1999 ICSOM conference; a report on an exchange program between the Minnesota Orchestra (Julie Ayer) and the Sydney (Australia) Symphony Orchestra; and ICSOM finances. Also published was a letter from former ICSOM chairman Sam Denov about employers as union officers. The annual mini-chart of wages and many newsletters also appeared.

The ITF met in Portland (Oregon) in December 1998 to formulate specific proposals to the 1999 AFM convention. During the season a telephone survey of ICSOM orchestras was undertaken by the ICSOM Governing Board members-at-large to ascertain the level of services provided by local unions and the AFM. Of significance is correspondence addressing the need for ICSOM to incorporate.

1999-2000

Delegates convened in Vail, Colorado, August 25-28, for the 1999 conference at the Antlers at Vail. Represented were Atlanta, Baltimore, Boston, Buffalo, Chicago, Chicago Lyric Opera, Cincinnati, Cleveland, Colorado, Columbus, Dallas, Detroit, Florida Orchestra, Florida Philharmonic, Grant Park, Honolulu, Houston, Indianapolis, Jacksonville, Kansas City, Kennedy Center, Los Angeles, Louisville, Metropolitan Opera, Milwaukee, Minnesota, National, New Jersey, New York City Ballet, New York City Opera, New York Philharmonic, North Carolina, Oregon, Philadelphia, Phoenix, Rochester, Saint Louis, Saint Paul Chamber Orchestra, San Antonio, San Diego, San Francisco Ballet, San Francisco Opera, San Francisco Symphony, Syracuse, and Utah. Alabama was absent, as was Pittsburgh (on tour). The Charlotte Symphony was represented and admitted to membership.

AFM president Steve Young represented the Federation and addressed the delegates, noting important legislation passed at the AFM convention. Florence Nelson, of the Symphonic Services Division, attended and gave her annual report

Chairman Robert Levine was pleased that President Young was committed to increased funding for the Symphonic Services Division. Levine reported that more orchestra members were serving as delegates at the AFM convention, and that Brad Buckley and Fred Sautter (Oregon) had even been appointed to committee posts. Only some of the ITF proposals had been enacted at the convention, but progress had been made barring employers from serving on local union boards. The proposal to establish a Conference Representatives Board had been withdrawn in exchange for the IEB's creation of an AFM Governance Task Force, composed of player conference and AFM leadership.

The ICSOM conference keynote address was given by Charles Olton, new president of the American Symphony Orchestra League. Representatives of ROPA and OCSM also spoke. Paul Judy, founder of the Symphony Orchestra Institute, told of the SOI's activities and sponsored an evening question-and-answer session in the hospitality suite. An entire day was given over to a workshop on interest-based bargaining (IBB), led by Joel Schaffer of the Federal Mediation and Conciliation Service. ICSOM secretary Lucinda-Lewis moderated a panel on performing arts medicine. ICSOM Media Committee chairman Brad Buckley and AFM SSD electronic media supervisor Deborah Newmark addressed media issues, including the need for a national Internet agreement. An open forum allowed delegates to interact with the Governing Board. Attendees contributed over \$1,400 to TEMPO, the AFM's political action arm.

Delegates passed a resolution congratulating former ICSOM chairman Fred Zenone upon his retirement and dedicating the 1999 conference to him. Retiring member-at-large Jim Clute, attending, was also honored for many years of service. Resolutions were passed revising bylaw language about the nominating committee; supporting Tejano musicians; recognizing the contributions of the ICSOM directory publisher and the conference coordinator; urging the AFM to sign and enforce a "fence" agreement with the New World Symphony; authorizing payment from the Emergency Relief Fund to defray legal expenses incurred in the Simon instrument depreciation tax case and appealing to ICSOM orchestras to contribute a like amount to the ERF; directing the ICSOM Governing Board to examine the advisability of a joint conference with ROPA and OCSM in 2001; urging resistance to any attempt to negotiate local agreements undercutting national agreements; urging the AFM president to monitor the Florida Philharmonic's local and keep the orchestra out of the Orchestra Services Program (OSP); and urging musicians in member orchestras to support the election of working musicians to local boards and as delegates to AFM conventions.

In addition to reports on the 1999 AFM convention and ICSOM conference, *Senza Sordino* issues between conferences contained articles about interest-based bargaining; strikes in Atlanta (Ballet), New York (City Ballet), and Toronto (Symphony); music and the Internet; the World Trade Organization; union troubles in Nova Scotia; the need for education of music students about the union and unionism;

ways orchestra musicians might help increase audience attendance at concerts; and a new Internet Agreement, negotiated by the Electronic Media Forum (EMF), a group of symphony-opera-ballet orchestra musicians and managers and AFM officers and staff established in the summer of 1998. Also appearing were the annual mini-chart of wages and miscellaneous newsletters.

2000-2001

Delegates met at the Galt House Hotel in Louisville, Kentucky, August 23-26, for the 2000 conference. Represented were Alabama, Atlanta, Baltimore, Boston, Buffalo, Charlotte, Chicago, Chicago Lyric Opera, Cincinnati, Cleveland, Columbus, Dallas, Detroit, Florida Orchestra, Florida Philharmonic, Grant Park, Honolulu, Indianapolis, Jacksonville, Kansas City Symphony, Kennedy Center, Los Angeles, Louisville, Metropolitan Opera, Milwaukee, Minnesota, National, New Jersey, New York City Ballet, New York City Opera, New York Philharmonic, North Carolina, Oregon, Philadelphia, Phoenix, Pittsburgh, Rochester, Saint Louis, Saint Paul, San Antonio, San Diego, San Francisco Ballet, Syracuse, and Utah. Absent were Colorado, Houston, San Francisco Opera, and San Francisco Symphony. The Nashville Symphony and Virginia Symphony were represented and admitted to membership.

AFM president Steve Young addressed delegates, noting that the AFM was back in good financial shape. Symphonic Services Division director Florence Nelson gave her annual report to the conference, expressing concern about students being employed to replace musicians of the striking Atlanta Ballet.

Chairman Robert Levine outlined five major responsibilities of ICSOM: representing musicians, advocating their cause, gathering and disseminating information, advising orchestras, and networking with other institutions. Ron Bauers, professor of accounting at the University of Nebraska, spoke on assessing the financial condition of a symphony orchestra, and William Thompson, arts manager consultant with LocusMedia and a professor at the University of Louisville, told how to use such financial information in collective bargaining. Bob Wearn, assistant general secretary of the British Musicians Union, talked about the British Arts Council funding of orchestras. Fred Zenone, former ICSOM chairman now affiliated with the Symphony Orchestra Institute, and Paul Boulian, of Lodestar Associates, led an open forum on "ICSOM's role in the orchestra industry"; ICSOM counsel Leonard Leibowitz led a panel discussion on making local unions more democratic; and Brad Buckley, ICSOM Media Committee chairman, explained the new Internet agreement, noting that facilitation had been used rather than traditional bargaining. Former *Senza Sordino* editor Henry Shaw, a stalwart of ICSOM from its inception, was present and addressed delegates. Reports were made on the ICSOM directory, ICSOM Emeritus, the AFM Strike Fund, and the conductor evaluation program.

Resolutions urged all orchestras to include in local agreements, and the AFM in national agreements, language prohibiting the use of recorded music to displace live music; honored the memory of the late president of Hawaii Local 677, Milton Carter, and contributed to a fund in his name; directed the ICSOM Governing Board to form a new ICSOM corporation and transfer the assets of ICSOM to the non-profit ICSOM, Inc.; sent greetings to former ICSOM counsel Phil Sipser on his 82nd birthday; directed the ICSOM Governing Board to work with allies to prevent changes in the Federal estate tax laws that would be unfavorable to non-profit organizations; directed the ICSOM Governing Board to work with other player conferences to explore a Unity conference in 2002 and to propose goals and an agenda for such a conference; honored Andrew Brandt upon completion of his term as president of ROPA; called upon the AFM to develop educational union programs for music students; called upon the AFM and Player Conference Council to research ways to enhance the participation of working musicians in the governance of the union; directed the ICSOM Governing Board to seek amendment of the AFM bylaws so that union board members are not barred from discussing or voting on issues that affect the bargaining units to which they belong; and directed the ICSOM Governing Board to study the possibility of tracking top-level managerial staff.

Outside of conference time, officers and delegates participated in a labor rally in support of nurses of Audubon Hospital in Louisville.

Following the traditional review of the annual conference, three issues of *Senza Sordino* focused on the origin and growth of ICSOM over its forty-year history: the conditions that gave rise to ICSOM, the positive change that took place after the formation of ICSOM, and ICSOM present and future. Letters and major articles on these themes were contributed by Russell Brodine, former ICSOM chairman Sam Denov, *Senza Sordino* founding editor Robert Coleman, Alan Goodman, and current chairman Robert Levine. The historic orchestra survey undertaken by the Saint Louis Symphony in 1958 was reprinted, as were earlier articles by former editors Henry Shaw (“ICSOM: An Investment to Protect”) and Tom Hall (“What is ICSOM?”), former chairman Fred Zenone (“Duties of the ICSOM Delegate”), and former AFM SSD director Lew Waldeck (“Some Plain Talk About Symphony Orchestras”).

Other articles addressed the Florida Philharmonic strike, national journalism awards for *Senza Sordino*, a report on the annual conference of the Theater Musicians of America (TMA), interest-based bargaining pro and con, biking and talking ICSOM (two ICSOM delegates on a road trip), the passing of former ICSOM treasurer Carolyn Parks and former legal counsel I. Philip Sipser, work hardening (returning to work after injury), and a proposal by an anonymous donor to give \$1.5 million to fund an early retirement plan for members of the Richmond (Virginia) Symphony with at least 25 years of service. Coverage of gains at the AFM convention in June in Las Vegas was published, as were comparison charts of wages and miscellaneous news items.

Of note was the announcement that ICSOM’s new corporation, ICSOM, Inc., was registered in the state of New York on December 8, 2000, and began operation as a non-profit corporate entity on January 1, 2001.

2001-2002

Delegates met in San Diego, California, August 22-25, for the 2001 conference at the Handlery Hotel and Resort. Represented were Alabama, Atlanta, Baltimore, Buffalo, Charlotte, Chicago, Chicago Lyric Opera, Cincinnati, Cleveland, Colorado, Columbus, Dallas, Detroit, Florida Orchestra, Florida Philharmonic, Grant Park, Honolulu, Houston, Indianapolis, Jacksonville, Kansas City Symphony, Kennedy Center, Los Angeles, Louisville, Metropolitan Opera, Milwaukee, Minnesota, Nashville, National, New Jersey, New York City Ballet, New York City Opera, New York Philharmonic, North Carolina, Oregon, Philadelphia, Phoenix, Pittsburgh, Rochester, Saint Louis, Saint Paul, San Antonio, San Diego, San Francisco Ballet, San Francisco Opera, San Francisco Symphony, Syracuse, Utah, and Virginia. The Boston Symphony was away on tour and not represented. The Fort Worth Symphony was represented and admitted to membership.

Ed Ward, official representative of the AFM IEB, welcomed delegates. Florence Nelson, newly elected AFM secretary-treasurer, gave her final report as director of the Symphonic Services Division. (Janice Galassi was appointed her successor as SSD director shortly after the conference.) Newly elected AFM president Tom Lee attended and addressed delegates later in the conference.

Chairman Robert Levine reported on the changes at the AFM convention held in Las Vegas in June. Almost every ICSOM Governing Board member was present in some capacity, and many had been appointed to AFM convention committees. More progress had been made in removing contractors/employers from local union boards and in allowing board members to speak and vote on issues affecting their bargaining units. Player-conference musicians attending as AFM convention delegates and serving in the upper levels of AFM deliberation and decision-making had much to do with the success of player-conference initiatives at the 1999 and 2001 AFM conventions.

David Angus reported that the American Symphony Orchestra League had turned its minority fellowship program over to the Sphinx Competition, a program providing financial support for African-American and Latino musicians; a resolution authorized the Governing Board to enter a pilot project to provide educational scholarships for winners of the Sphinx Competition. Robert Levine moderated a panel discussion of the Mellon Foundation orchestra grants; player-conference musicians had been conspicuously omitted from the Mellon Foundation's orchestra forums, and a resolution called for the ICSOM chairman to work with the Mellon Foundation to include ICSOM representation in these forums. Leonard and Peggy Leibowitz presented an all-day interactive workshop on shop steward responsibilities and labor law; Len also spoke on concessionary bargaining. Reports were given on the ICSOM directory, ICSOM Emeritus, the AFM Strike Fund, and conductor evaluation. New and updated SSD and ICSOM CD-ROMs were given to delegates.

Media was a major topic. AFM SSD electronic media supervisor Debbie Newmark provided an overview of AFM media contracts, and ICSOM Media Committee chairman Brad Buckley reviewed the new Audio-Visual Agreement. Buckley noted that many orchestras had asked for variances (less favorable deviations) from national contracts. There was extended discussion about phono negotiations, up-front payments, and the bargaining process used by the Electronic Media Forum (EMF). A resolution called for fact-finding, a written report, and input from orchestras before proceeding.

Other resolutions were passed supporting the Calgary Philharmonic and the Seaside Theater Orchestra of Daytona Beach; dedicating the 2001 conference to the memory of the late Phil Sipser; approving a Unity conference in 2002; authorizing the Governing Board to design and implement a pilot project to collect and analyze data about orchestra managements and finances; directing the Governing Board to investigate ways that funds from TEMPO (the AFM's political action arm) could be raised from member orchestras on a sustained basis; congratulating ICSOM first treasurer, Gino Raffaelli, on his retirement from the Cleveland Orchestra and thanking him for his contribution to ICSOM; calling for the formation of a task force to propose guidelines for orchestra internship programs for aspiring young musicians; and asking for the creation of a committee on work-hardening. In a lighter mood, delegates also called upon Philadelphia Orchestra delegate and master brewer Robert Grossman to provide a suitable beer for the observation of ICSOM's fortieth anniversary at the 2002 conference in Ottawa.

In addition to a review of the annual conference, articles in *Senza Sordino* addressed response of musicians to the terrorist attacks of September 11, 2001; ICSOM finances; using the Web to fight for union democracy; problems of Canadian orchestras; debate on interest-based bargaining; income-tax deduction for a home practice space; an arbitration decision on the AFM Pension Fund; the recording of a Paramount Studios film score by the visiting Kirov Opera and Ballet Orchestra; payment to musicians for recording streamed (broadcast) online; ConcertWorks (a consortium to provide technology needed for orchestras to put music on their own websites); ICSOM orchestras playing for sports events; and a preview of Unity II in Ottawa. One entire issue was given over to "The Great Electronic Media Debate," with many contributors, and comments spilled over into other issues as well.

2002-2003

ICSOM delegates convened with delegates from the Regional Orchestra Players Association (ROPA) and the Organization of Canadian Symphony Musicians (OCSM) at the Ottawa Marriott Hotel in Ottawa, Ontario, Canada, August 14-18, 2002, for a second Unity conference. Represented were Alabama, Atlanta, Baltimore, Buffalo, Charlotte, Chicago, Chicago Lyric Opera, Cincinnati, Cleveland, Columbus, Dallas, Detroit, Florida Orchestra, Florida Philharmonic, Fort Worth, Grant Park, Honolulu, Houston, Indianapolis, Jacksonville, Kansas City, Kennedy Center, Louisville, Milwaukee, Minnesota, Nashville, National, New Jersey, New York City Ballet, New York City Opera, North Carolina, Oregon, Philadelphia, Pittsburgh, Rochester, Saint Louis, Saint Paul, San Antonio, San Diego, San Francisco Ballet, San Francisco Opera, Syracuse, Utah (now the Utah Symphony and Opera), and Virginia. Absent

were Boston, Colorado, Metropolitan Opera, New York Philharmonic, Phoenix, and the San Francisco Symphony. Los Angeles, on tour, was represented by proxy.

AFM president Tom Lee and other International Executive Board (IEB) officers attended, as did Symphonic Services Division (SSD) director Janice Galassi and members of the SSD staff.

At ICSOM sessions reports were given on the ICSOM directory, conductor evaluation, ICSOM Emeritus, the AFM Strike Fund, and electronic media. Due to illness, ICSOM legal counsel Leonard Leibowitz could not attend.

Political frictions and splits had developed on the Governing Board during the past year and were reflected in elections. Jan Gippo succeeded Robert Levine, who did not run again for chairman. Dave Angus also chose not to run, and Brian Rood was elected president. Laura Ross was elected secretary, Scott Weber treasurer, and Marsha Schweitzer editor of *Senza Sordino*.

Plenary sessions included addresses by AFM president Tom Lee, American Symphony Orchestra League president and CEO Charles Olton, Orchestra Canada executive director Elisabeth Whitlock, SSD director Janice Galassi, director of AFM Symphonic Services Division in Canada Laura Brownell, and Major Orchestra Librarians' Association (MOLA)-AFM Liaison Committee chair Karen Schnackenberg. Also presented were a report and discussion of the activity of the Electronic Media Forum (EMF) and panel discussions on artistic decisions and on troubled orchestras (Saint Louis, Toronto, and San Jose). Penny Anderson Brill spoke on music and wellness. Breakout sessions provided information about music medicine (Janet Horvath, Marshall Chasin) and professional audits of orchestras (Ron Bauers).

Resolutions at the ICSOM conference prescribed the method for getting input from ICSOM orchestras on an Electronic Media Forum survey; called for an investigation of rising health insurance costs and for a report at the 2003 conference on ways to ameliorate the increases; authorized the Governing Board to assist Dr. Mark Grant in locating musicians to participate in his study on the impact of musical activity on certain diseases associated with aging; called for the AFM to establish and implement through the Symphonic Services Division a comprehensive program to collect data and analyze the financial and organizational problems of symphony orchestras; increased honorariums for ICSOM officers; amended ICSOM bylaws to provide for a more active role in the governance of ICSOM for the entire Governing Board; urged the AFM to consult with ICSOM prior to making future appointments of directors of the SSD; directed the ICSOM Governing Board to submit legislation to the 2003 AFM convention seeking inclusion of a rank-and-file symphonic musician as a trustee of the AFM-EPF (Employer Pension Fund); called for a committee to explore creation of a financial network within ICSOM to assist member orchestras and create new economic opportunities; and called for a committee to identify possible conference sites for the 2003 conference.

In conjunction with this anniversary conference a compilation of historical materials was presented by Tom Hall and Marsha Schweitzer. Robert Grossman (Philadelphia Orchestra, absent) was thanked for the special beer he had brewed for the occasion. Honored guests were former officers Brad Buckley, Penny Anderson Brill, Nancy Griffin, and Gino Raffaelli. Also attending were two delegates to ICSOM conferences in 1962 and 1963: Wayne Barrington and George Rhodes. A resolution honored the founding members of ICSOM, and the 2002 conference was dedicated to the memory of ICSOM's first chairman, George Zazofsky.

Shortly after the conference, treasurer Scott Weber resigned and was replaced by Michael Moore. Marsha Schweitzer resigned two months later, and Tom Hall was appointed editor. Richard Levine and Paul Ganson joined the board as members-at-large replacing Michael Moore and Fred Sautter, who resigned in December 2002.

Between conferences, *Senza Sordino* published a summary of the Unity conference and the resolutions adopted by ICSOM delegates; extensive reports from ICSOM officers and members-at-large; special

reports from Louisville, Florida Philharmonic, St. Paul, and San Antonio; Leonard Leibowitz's views on the Yeshiva University case and on contract re-openers; pros and cons of musicians' serving on orchestra boards; electronic media news, including a summary of the January 2003 electronic media summit in Chicago, the Electronic Media Forum (EMF) survey results, and the establishment of a new ICSOM Electronic Media Committee; differing views on the elections at the 2002 conference; a summary of ICSOM online (www.icsom.org, Orchestra-L, Delegate-L, Media-L), Houston Symphony negotiations, strike, and settlement; the New York Philharmonic tour; the St. Louis Symphony Orchestra Forum; the Chicago Symphony Minority Fellowships program; Julie Ayer's progress on her book about the musicians' labor movement; remembering the late St. Louis Symphony bassist Russell Brodine; the Sphinx competition results; ICSOM on the Internet; support for TEMPO; the *ICSOM Directory*; and the annual mini-chart of wages.

Also between conferences, the ICSOM Governing Board began holding regularly scheduled conference calls to improve communication, and minutes from those calls were published on the ICSOM Website.

2003-2004

Delegates met at the newly remodeled Antlers condominium complex in Vail, Colorado, August 20-23, to address the conference theme, "Getting back to basics, looking ahead to the future." Represented were Alabama, Atlanta, Baltimore, Boston, Buffalo, Charlotte, Chicago, Chicago Lyric Opera, Cincinnati, Cleveland, Colorado, Columbus, Dallas, Detroit, Florida Orchestra, Florida Philharmonic, Fort Worth, Grant Park, Honolulu, Houston, Indianapolis, Jacksonville, Kansas City, Kennedy Center, Los Angeles, Louisville, Metropolitan Opera, Milwaukee, Minnesota, Nashville, National, New York City Ballet, New York Philharmonic, North Carolina, Oregon, Philadelphia, Phoenix, Rochester, Saint Louis, Saint Paul, San Antonio, San Diego, San Francisco Ballet, San Francisco Symphony, Syracuse, Utah, and Virginia. Absent were New Jersey, New York City Opera, Pittsburgh (on tour), and San Francisco Opera (negotiating). Puerto Rico, represented, was accepted as a new member.

AFM president Tom Lee attended the conference and addressed the delegates. Also present were all members of the International Executive Board (IEB), Symphonic Services Division director Janice Galassi, and SSD staff. Officers of ROPA, OCSM, and RMA attended and gave reports. Some local union officers attended as well.

Chairman Jan Gippo reported on his visits to member orchestras and on the electronic media summit in Chicago. The other Governing Board members and ICSOM legal counsel reported their activities for the year. The keynote address was given by Bill Moriarity, president of Local 802, New York City. Moriarity expressed concern about the problems unions continue to face and the need for solidarity in the face of a pervading entrepreneurial attitude among corporate leaders nationwide. Reports were given on the *ICSOM Directory*, ICSOM Emeritus program, AFM Symphonic Services Division, AFM Strike Fund, Orchestra-L (ICSOM's online discussion forum), conductor evaluation, and electronic media (including discussion of Media-L, EMGs, and service conversion).

Michael Kaiser, president of the Kennedy Center for the Performing Arts, addressed the delegates advocating better training and education in arts administration for managers, board members, and orchestra musicians. In keeping with the conference theme, Leonard and Peggy Leibowitz presented lengthy sessions on contract basics ("The ABCs of CBAs") and on grievance and arbitration. St. Paul Chamber Orchestra musicians reported on the new SPCO contract that was disappointing financially and controversial in giving musicians greater artistic control and power in governance (especially in decisions regarding personnel).

Resolutions were adopted raising dues (for the first time since 1987) and imposing penalties for late remittance; raising the requirement for ICSOM membership; clarifying access to Media-L; encouraging more musicians from member orchestras to attend the annual conference; honoring Robert Levine, David

Angus, Lucinda-Lewis, Stephanie Tretick, Marsha Schweitzer, Mary Plaine, and Abe Torchinsky; reinstating the Emergency Relief Fund (ERF); approving “housekeeping” changes to the ICSOM bylaws; retaining Leonard Leibowitz as legal counsel; providing honorariums for *Senza Sordino* production manager, archivist, Webmaster, and conference coordinator; reconfiguring staggered terms for Governing Board members; calling for a plaque honoring George Zazofsky to be placed in Boston’s Symphony Hall; defining electronic media service conversion (after much amendment); supporting musicians of the San Antonio Symphony and Florida Philharmonic; urging the AFM to increase funding for the Symphonic Services Division; and urging the Eastman School of Music to include a course in labor history.

Senza Sordino articles included a summary of the 2003 ICSOM Conference and resolutions adopted; reports by officers and ICSOM legal counsel (EMGs, the duty of fair representation); speeches at the conference by Michael Kaiser and OCSM’s Rob McCosh; the ICSOM dues increase; special reports from Charlotte (strike and settlement), San Antonio (a tough first year under an onerous new contract), St. Louis (leadership seminars), Detroit (re-opened negotiations), Pittsburgh (performing at the Vatican), National (residencies and outreach), and North Carolina (music director search); other orchestra news (“backstage roundups”); and memorials to former SSD director Lew Waldeck and former ICSOM chairman Irving Segall, both recently deceased.

2004-2005

The 2004 annual conference—themed “We have seen the future, and it may be us”—was held at the Wyndham Hotel in Salt Lake City, Utah, August 18-21. Delegates came from Alabama, Atlanta, Baltimore, Boston, Buffalo, Charlotte, Chicago, Chicago Lyric Opera, Cincinnati, Colorado, Columbus, Dallas, Detroit, Florida Orchestra, Fort Worth, Grant Park, Honolulu, Houston, Indianapolis, Jacksonville, Kansas City, Kennedy Center, Los Angeles, Louisville, Milwaukee, Minnesota, Nashville, National, New Jersey, New York City Ballet, New York City Opera, New York Philharmonic, North Carolina, Oregon, Philadelphia, Pittsburgh, Puerto Rico, Rochester, Saint Louis, Saint Paul, San Antonio, San Diego, San Francisco Ballet, San Francisco Opera, San Francisco Symphony, Utah, and Virginia. Absent were Cleveland (on tour), Florida Philharmonic (facing bankruptcy and given suspended membership status), Metropolitan Opera, Phoenix, and Syracuse.

The conference was preceded by an orientation breakfast for new delegates. While orientation sessions for new delegates had existed intermittently before this time, the breakfast orientation in 2004 initiated a practice that continues to the present (2012).

The 2004 conference was dedicated to Lewis Waldeck, head of the AFM Symphonic Services Division (SSD) from 1983 to 1995 and a friend to all orchestra musicians, who passed away on January 26, 2004. Many a tribute to Lew was delivered at the conference.

AFM president Tom Lee attended and addressed the delegates. Also present were members of the International Executive Board (IEB); Symphonic Services Division director Laura Brownell and members of the SSD staff; officers of ROPA, OCSM, RMA, and TMA (all of whom gave reports on their conferences); and local union officers.

ICSOM officers briefly told of their activities. Chairman Jan Gippo had had an especially busy year, meeting with representatives of the American Symphony Orchestra League and Symphony Orchestra Institute, the Player Conference Council, the AFM IEB and Symphonic Services Division, and visiting member orchestras. He noted the acrimony characterizing many current negotiations.

The keynote address was given by Henry Fogel, president of the American Symphony Orchestra League, who spoke about the League and encouraged musician participation in the League’s activities. Extensive question-and-answer followed about misuse of information provided by the League, orchestra finances

during the current economy, musicians' serving on the League board, and the League's interaction with boards and managers.

Resolutions were adopted defining "alternate delegate"; expanding proxy privileges at the ICSOM conference to include domestic as well as foreign tours; establishing a Lew Waldeck Memorial Fund; suggesting CBA language mandating paid leave for AFM convention delegates; expressing gratitude to Jay Blumenthal, Janice Galassi, Paul Ganson, and Tom Hall; recommending CBA language concerning electronic media guarantee (EMG) use for non-symphonic work; requiring ICSOM delegates to provide e-mail addresses and subscribe to the new online forum, Delegate-L; encouraging sharing of resources between ICSOM, Sphinx, and the AFM Diversity Committee; supporting Local 802 in its efforts to ban a "virtual orchestra machine" that threatened to replace live musicians; encouraging participation in the ICSOM conductor evaluation program; calling for better communication between ICSOM members-at-large and their delegates; supporting negotiating orchestras; urging adoption of CBA language affirming the representative role of musicians serving on management committees and boards; supporting amendment of the AFM bylaws to ban contractors from serving on local union boards; endorsing the Democratic Party (Kerry-Edwards) ticket in the upcoming presidential election; and selecting ICSOM conference sites more than one year in advance.

Senza Sordino articles included a summary of the 2004 conference and resolutions. Officers touched on many topics: the George Zazofsky plaque ceremony in Boston, threats to pensions, CBA negotiations, The Sphinx Organization, exploring a national health care plan for ICSOM orchestras, and more. Leonard Leibowitz expressed his views on structural deficits, the St. Louis settlement, and George Zazofsky. Electronic media consumed much column space: reports from ICSOM's Electronic Media Committee, differing views on the desirability of national media agreements, the need for AFM leadership in the media debate, and the AFM electronic media summit meeting in February 2005 and subsequent media negotiations. Other articles addressed the presidential election; settlements reached in Chicago, New York, and St. Louis (and on the pre-settlement solidarity concert there); the ICSOM Legislative Committee; advocacy of hosted conferences; the Lew Waldeck Fund; and touring and residencies (notably the Cleveland Orchestra's presence in south Florida).

2005-2006

Delegates met August 17-10 at the Shelter Pointe Hotel in San Diego, California, to "focus on negotiations." Orchestras represented were Alabama, Atlanta, Baltimore, Boston, Buffalo, Charlotte, Chicago, Chicago Lyric Opera, Cincinnati, Cleveland, Colorado, Columbus, Dallas, Detroit, Florida Orchestra, Fort Worth, Grant Park, Honolulu, Houston, Indianapolis, Jacksonville, Kansas City, Kennedy Center, Los Angeles, Louisville, Metropolitan Opera, Milwaukee, Minnesota, Nashville, National, New Jersey, New York City Ballet, New York City Opera, North Carolina, Oregon, Philadelphia, Pittsburgh, Rochester, Saint Louis, Saint Paul, San Antonio, San Diego, San Francisco Ballet, San Francisco Opera, San Francisco Symphony, Syracuse, Utah, and Virginia. Not attending were Florida Philharmonic (no longer performing due to bankruptcy, but given suspended membership status), New York Philharmonic, Phoenix, and Puerto Rico.

The conference was preceded by an orientation breakfast for new delegates, a practice begun in the previous year. Delegates also met for lunch with their respective members-at-large.

AFM president Tom Lee was present and addressed the delegates. International Executive Board (IEB) officers also attended, as did Symphonic Services Division director Laura Brownell and members of the SSD staff. Officers of OCSM and RMA attended and gave reports, but ROPA was not represented. Some local officers were also present.

There was no keynote address. A large panel discussed "orchestras under attack" over two days, exploring recent negotiations, changing attitudes of managers and boards, and possible improvements for

the future. A second panel examined board and management negotiation tactics evident during current negotiations. Yet another panel explored relationships between orchestras and their locals unions. A new Vision Committee emphasized the need to counteract the media's widespread negativism about the future of symphony orchestras and to put forth a positive view. Another group presented ideas on building relationships with new orchestra members, board members, and the community. Leonard Leibowitz presented comprehensive information about negotiations, legal issues, and grievances. Consultant Drew McManus proffered insights on what orchestras might do between negotiations.

Reports were given on the AFM Strike Fund, the AFM Symphonic Services Division, ICSOM conductor evaluation, ICSOM Emeritus, ICSOM Legislative Committee, ICSOM Website and directory, electronic media, the AFM Diversity Committee, and the AFM/AFTRA Intellectual Property Rights Distribution Fund (collecting monies from digital broadcasts and digital recordings to be distributed to orchestra musicians).

Resolutions established a committee to develop a code of ethics for touring and residencies; urged the AFM IEB to act immediately regarding St. Louis's request to be put in the Orchestra Service Program (OSP); expressed support for Leonard Leibowitz (facing charges filed by the St. Louis local); facilitated selection of substitute ICSOM member-at-large delegates to the AFM convention; advocated referencing AFM bylaws in local CBAs; initiated an archival video history program; expressed support for Montreal, Pittsburgh Ballet, and Puerto Rico; commended Baltimore for its position during its conductor search; thanked artists who assisted St. Louis and Montreal during their work stoppages; honored Florence Nelson, Robert Levine, Lynn Rosen, Henry Peyrebrune, and Brian Rood; and urged withdrawal of US troops from Iraq.

Senza Sordino articles summarized the 2005 conference; published resolutions and officers reports (with enlightening thoughts on many topics: working with the American Symphony Orchestra League on reporting statistics, reporting EMGs and salaries, local negotiation of electronic media agreements, and the damaging effects of reducing orchestra size); provided news about the Louisiana Philharmonic Orchestra concert in Nashville in the wake of Hurricane Katrina; called attention to Julie Ayer's new book, *More Than Meets the Ear*; provided an editorial on connecting with the past; noted a change of ICSOM's webmaster; and contained reports on St. Louis and Puerto Rico (a Pablo Casals legacy), William E. Roehl and the Roehl Report, and orchestra newsletters.

2006-2007

The 2006 conference was held August 16-19 in the Hilton Downtown Hotel in Nashville, Tennessee. Delegates came from Alabama, Atlanta, Baltimore, Buffalo, Charlotte, Chicago, Chicago Lyric Opera, Cincinnati, Colorado, Columbus, Dallas, Detroit, Florida Orchestra, Fort Worth, Grant Park, Honolulu, Houston, Indianapolis, Jacksonville, Kansas City, Kennedy Center, Los Angeles, Louisville, Milwaukee, Nashville, National, New Jersey, New York City Ballet, North Carolina, Oregon, Phoenix, Rochester, Saint Louis, Saint Paul, San Antonio, San Diego, San Francisco Ballet, San Francisco Opera, San Francisco Symphony, Syracuse, Utah, and Virginia. Not attending were Boston, Cleveland (on tour), Florida Philharmonic (trying to reorganize since 2003 and granted suspended membership), Metropolitan Opera, Minnesota (on tour, represented by proxy), New York City Opera, New York Philharmonic, Philadelphia, Pittsburgh, and Puerto Rico.

The conference was preceded by an orientation breakfast for new delegates, a practice begun in 2004. A luncheon for members-at-large and their delegates was another non-agenda activity.

The 2006 conference was dedicated to Bill Roehl.

AFM president Tom Lee attended and addressed the delegates. Also present were members of the International Executive Board (IEB); Symphonic Services Division director Laura Brownell and

members of the SSD staff; officers of OCSM, ROPA, and RMA (all of whom reported on their conferences); and local union officers.

Jan Gippo recapped his tenure as chairman; he was succeeded in office by Bruce Ridge. Other officers reported their activities during the past year. Reports were also given on the AFM Strike Fund, ICSOM conductor evaluation, ICSOM Emeritus, ICSOM Website and directory, and the AFM Diversity Committee. AFM counsel Patricia Polach presented a primer on bankruptcy law, and she and ICSOM counsel Leonard Leibowitz discussed the effect recent federal legislation on auditing and disclosure could have on orchestra boards. Len and Peggy Leibowitz also presented a workshop on arbitration and contract interpretation. Barbara Haig offered expert advice on public relations, AFM SSD negotiator Nathan Kahn spoke about assessing and applying power during negotiations, and Bill Foster, reporting for the ICSOM Electronic Media Committee, explained the new Symphony-Opera-Ballet Live Recording Agreement. Brad Buckley and Bill Moriarity discussed the Saint Louis Symphony musicians' relationship with Local 2-197, Daryl Johnson spoke about the Louisville Symphony's bankruptcy threat and the recent contract settlement, and Steve Flanter and Ken Hafner spoke about the Honolulu Symphony's recent problems. Breakout sessions focused on community outreach and education, media, and current negotiations.

Resolutions adopted honored the late Richard Totusek, Jan Gippo, Michael Moore, David Angus, and Nancy Stutsman; retained legal counsel Leonard Leibowitz for three years; recommended amendments to the AFM bylaws to prohibit contractors serving on local union boards and to authorize the AFM president to appoint a representative to help resolve issues that exist between orchestra members and their locals; supported the Atlanta Ballet orchestra and the *Orquesta Filarmónica* of Santiago, Chile; and expressed admiration and gratitude to Local 802 (New York City) for its largely successful efforts to ban the virtual orchestra machine.

Senza Sordino articles summarized the 2006 conference, documented the resolutions adopted, and published officers' reports that touched on many topics (visits with member orchestras, community outreach, union work dues, and more). The newsletter also provided perspectives on the ICSOM conference; advocacy for ICSOM; reports on the Louisiana Philharmonic, a take on the Metropolitan Opera Orchestra audition system; ICSOM counsel's wisdom on negotiation meetings "off the record"; ICSOM's resolutions for the AFM convention and a report on the convention itself; a personal opinion on how to fix what ails American orchestras; and orchestra newsletters.

2007-2008

Delegates convened in the Millennium Hotel in Minneapolis, Minnesota, August 15-18. Present were Alabama, Atlanta, Baltimore, Buffalo, Charlotte, Chicago, Chicago Lyric Opera, Cincinnati, Cleveland, Colorado, Columbus, Dallas, Detroit, Florida Orchestra, Fort Worth, Grant Park, Honolulu, Houston, Indianapolis, Jacksonville, Kansas City, Kennedy Center, Los Angeles, Louisville, Metropolitan Opera, Milwaukee, Minnesota, Nashville, National, New Jersey, New York City Ballet, New York City Opera, New York Philharmonic, North Carolina, Oregon, Phoenix, Pittsburgh, Rochester, Saint Louis, Saint Paul, San Antonio, San Diego, San Francisco Ballet, San Francisco Opera, San Francisco Symphony, Syracuse, Utah, and Virginia. Boston (on tour), Philadelphia, and Puerto Rico were not represented. The Florida Philharmonic, never able to reorganize under Chapter 11 bankruptcy, was removed from the suspended membership status it had held since 2004 and ceased to be an ICSOM orchestra.

Negotiating orchestras met the night before the conference, an orientation breakfast for new delegates was held on opening day, and ICSOM members-at-large met over lunch with delegates from their assigned orchestras during the conference.

AFM IEB member Bob McGrew represented the Federation and addressed the delegates. Symphonic Services Division director Laura Brownell, members of the SSD staff, and local union officers also

attended. Officers of the player conferences (ROPA, OCSM, and RMA) attended and gave reports. Delegates also heard about the AFM Strike Fund, electronic media (always a major topic) and media provisions in local CBAs, long-term disability plans, Polyphonic.org, and the AFM Diversity Committee.

The theme for the 2007 conference was “Breaking the Fourth Wall,” and a panel focused on marketing and public relations, including the problems created by negative press and doomsday critics. Detroit, Florida Orchestra, and San Antonio reported on difficult contract negotiations then underway. ICSOM legal counsel Leonard Leibowitz provided a thumbnail history of the labor movement in the United States. SSD staff members related their activities. A major presentation on the American Federation of Musicians and Employers’ Pension Fund (AFM-EPF) took one afternoon. Breakout sessions, all moderated by SSD staff, focused on education, the role of the orchestra committee, the role of the ICSOM delegate, and internal organizing.

Other conference activities included the annual town meeting, a closed session for delegates and Governing Board only (begun in the early 1990s). Resolutions were adopted urging orchestra managers to appoint a AFM-EPF trustee, expressing concern about frequent turnover in union-appointed AFM-EPF trustees, seeking greater transparency and transactional access in the AFM-EPF; urging the IEB and RMA to resolve their differences in a spirit of unity; supporting orchestra musicians in Pasadena; calling for an end to the exploitation of extra musicians (subs); urging a national campaign to raise public awareness of and interest in classical music; honoring Bruce Christensen, Julie Ayer, and Stephen Lester; and increasing the honorarium for the ICSOM chairman.

Senza Sordino contained the annual conference summary, delegate perspectives on the conference, and resolutions adopted. In addition to topics addressed in reports of ICSOM officers (advocacy, the Sphinx Competition), the newsletter published articles on long-term disability, the Minnesota Orchestra Composer Institute, an electronic media summit meeting in November 2007, thoughts on Houston’s contract settlement, the New York Philharmonic’s tour to North Korea, the Jacksonville Symphony lockout and settlement (ICSOM orchestra musicians donated nearly \$100,000 to aid the JSO musicians) and the difficult negotiations in Columbus (with \$70,000 in support donated by ICSOM orchestras), a report by Robert Flanagan (commissioned by the Mellon Foundation) on the economic environment and orchestra finances, orchestra musicians with over fifty years of service, the Philadelphia Orchestra’s major video and textbook project “Music from the Inside Out,” musicians on boards evaluating conductors and executive directors, Bruce Ridge’s address to the International Federation of Musicians (FIM) Orchestra Conference in Berlin, the Major Orchestra Librarians’ Association (MOLA) conference in Nashville, the San Francisco Symphony’s educational media program, the anxiety of recording audio and video live, and orchestra settlements and newsletters.

As reported in the newsletter, orchestra musicians and local officers met with AFM officers, staff, and legal counsel in Alexandria, Virginia, on November 12, 2007, to discuss local electronic media agreements inconsistent with Federation agreements. The consensus was that the AFM should attempt to achieve a national radio agreement that did not include a loss in salary, that would not harm local agreements, and that would require approval by orchestras and locals. Subsequent negotiations on a new audio-visual agreement morphed into an integrated convergence agreement that was expected to include new radio and motion picture components as well as currently covered television, internet and live recording work.

Laura Brownell resigned as director of SSD during the year. The player conferences strongly recommended a candidate, but no successor had been appointed by the 2008 conference.

2008-2009

Delegates convened in the Hotel Kabuki in San Francisco, California, August 20-23, to address the grand theme “Education for Everyone.” Orchestras present were Alabama, Atlanta, Baltimore, Boston, Buffalo,

Charlotte, Chicago, Chicago Lyric Opera, Cincinnati, Colorado, Columbus, Dallas, Detroit, Florida Orchestra, Fort Worth, Honolulu, Houston, Indianapolis, Jacksonville, Kansas City, Kennedy Center, Los Angeles, Louisville, Metropolitan Opera, Milwaukee, Minnesota, Nashville, National, New Jersey, New York City Ballet, North Carolina, Oregon, Philadelphia, Phoenix, Pittsburgh, Rochester, Saint Louis, Saint Paul, San Antonio, San Diego, San Francisco Ballet, San Francisco Opera, San Francisco Symphony, Syracuse, Utah, and Virginia. Absent were Cleveland (on tour), Grant Park, New York City Opera, New York Philharmonic (on tour), and Puerto Rico.

Also in attendance were AFM president Tom Lee, International Executive Board (IEB) members, AFM Symphonic Services Division (SSD) staff, player conference officers (ROPA, OCSM, and RMA), and many local officers.

As was becoming traditional, the conference was preceded by an orientation breakfast for new delegates, and representatives from negotiating orchestras met the night before. Other communication opportunities included the annual town meeting for delegates and Governing Board only, and the luncheon dialogue between members-at-large and delegates from their assigned orchestras.

Randy Cohen, vice president of policy and research for Americans for the Arts (AFTA), gave the keynote address, speaking on arts in the schools, publicly funded arts programs, and studies that confirm the salubrious effects of participation in the arts. AFM president Tom Lee spoke about the SSD directorship, AV negotiations, legislative action, the International Federation of Musicians (FIM), and the Mellon Foundation. In addition to reports from ICSOM officers, there were reports from the player conferences, SSD, AFM Strike Fund, ICSOM conductor evaluation, the *ICSOM Directory*, Orchestra-L, ICSOM Emeritus, the Electronic Media Committee, the ICSOM Website, the AFM pension fund trustees, and the AFM Diversity Committee. Former ICSOM officer Tom Hall told delegates about the Chicago Symphony Orchestra Alumni Association. Delegates from orchestras that had experienced especially troubling difficulties told of their woes: Honolulu (payroll issues), Columbus, and Jacksonville (both had been locked out). San Francisco tax attorney Jim Wesser spoke about the pros and cons of incorporating player associations. ICSOM counsel Leonard Leibowitz examined orchestra committee bylaws submitted prior to the Conference; a CD of collected bylaws was given to each delegate. Addressing the conference theme of education, San Francisco Symphony general manager John Kieser spoke about the orchestra's *Keeping Score* education program. Ron Gallman, director of San Francisco Symphony Educational Programs, and Leni Isaacs Boorstin, director of Los Angeles Philharmonic Community Affairs, spoke about their educational programs. A mock arbitration session took up one afternoon. Evening breakout sessions focused on education, electronic media, health insurance and organizing between negotiations.

Resolutions adopted honored former ICSOM chairman Jan Gippo upon his retirement, established an ICSOM Education Committee, acknowledged the passing of Local 308 president Harry Chanson with a contribution of \$250 to the Harry Chanson Music School Fund, honored former member-at-large James Nickel, congratulated AFM executive secretary Theresa Naglieri for fifty years of service, and thanked Laura Brownell for her service as SSD director. Other resolutions gave special recognition to the musicians of the Columbus and Shreveport symphonies and condemned the treatment they received from their respective boards, denounced the Mellon Foundation's Flanagan Report, called on ICSOM to work with managers to identify and address orchestra musician hearing-protection problems, again called for unity between the AFM IEB and RMA, asked for distribution of information regarding discriminatory tax laws affecting orchestras providing domestic partner benefits, and recommended that a health care insurance and benefits consultant be identified and retained to assist orchestras.

Senza Sordino articles included a summary of the 2008 conference, conference resolutions, officer reports (investing in the arts, an alliance with Americans for the Arts, orchestras and the arts in tough economic times) advocacy for the arts, settlement in San Francisco, participation in AFM conventions, Leonard Leibowitz's thoughts on concessionary bargaining, a review of Michael Kaiser's book *The Art*

of the Turnaround: Creating and Maintaining Healthy Arts Organizations, Bruce Ridge's testimony at the House Committee on Education and Labor's Hearing on the Economic and Employment Impact of the Arts and Music Industry, Maestra JoAnn Falletta's advocacy for the arts in troubled times, memorials to Ron Bauers and former *Senza Sordino* editor Henry Shaw, an overview of performing arts medicine, excerpts from Janet Horvath's *Playing (less) Hurt*, management walkout at negotiations for an integrated media agreement (and a complete summary of media negotiations from 2007), ICSOM chairman Bruce Ridge's visit to the Twin Cities, orchestra negotiations and settlement news, and orchestra newsletters.

2009-2010

Delegates met August 19-22 Norfolk at the Waterside Marriott Hotel in Norfolk, Virginia, to take a look at "The Arts and Economic Recovery." Represented were Alabama, Atlanta, Boston, Buffalo, Charlotte, Chicago, Chicago Lyric Opera, Cincinnati, Cleveland, Colorado, Columbus, Dallas, Detroit, Florida Orchestra, Fort Worth, Grant Park, Honolulu, Houston, Indianapolis, Jacksonville, Kansas City, Kennedy Center, Los Angeles, Louisville, Metropolitan Opera, Milwaukee, Minnesota, Nashville, National, New Jersey, New York City Ballet, New York Philharmonic, North Carolina, Oregon, Philadelphia, Phoenix, Pittsburgh, Rochester, Saint Louis, Saint Paul, San Antonio, San Diego, San Francisco Ballet, San Francisco Opera, San Francisco Symphony, Syracuse, Utah, and Virginia. Absent were Baltimore, New York City Opera, and Puerto Rico.

Negotiating orchestras met Tuesday evening before the conference, and first-time delegates enjoyed the traditional orientation breakfast Wednesday morning. Sad news came that Abe Torchinsky, former principal tuba with the Philadelphia Orchestra and founder of the ICSOM emeritus program that bears his name, died that morning. A new ICSOM logo made its debut at the 2009 conference.

AFM president Tom Lee attended and addressed the delegates. Also present were members of the International Executive Board (IEB); newly appointed Symphonic Services Division director Chris Durham and members of the SSD staff; officers of OCSM, ROPA, and RMA (who informed the delegates about the concerns of their constituents); and local union officers. ICSOM counsel Leonard Leibowitz was on leave from his work with ICSOM due to unfortunate circumstances. JoAnn Falletta, music director of the Virginia Symphony and Buffalo Philharmonic, was on hand to welcome the delegates.

Officers' reports touched on many topics, including chairman Bruce Ridge's plea for arts advocacy and for resistance to apathy and negativism, and president Brian Rood's appeal to the AFM for more support. Michael Kaiser, president of the Kennedy Center for the Performing Arts, was again a welcome presence and featured speaker, offering his wisdom on a wide range of topics related to the future of American orchestras. Theresa Cameron and Jessica Strieter of Americans for the Arts encouraged participation in AFTA's Arts Action Fund and advocacy program. SSD director Chris Durham and his staff told delegates about the services SSD provides.

AFM counsel Patricia Polach, SSD director of symphonic electronic media Debbie Newmark, and ICSOM Electronic Media Committee chairman Bill Foster told of the lengthy and ultimately unsuccessful negotiations with a multi-employer management team in an effort to reach an innovative Integrated Media Agreement (IMA) that covered radio, CDs, internet streaming, downloads, wireless, new media, TV, DVDs, theatrical, education, and documentaries. Although the managers walked out of the final negotiation session, the committee continued to develop language in the hope that an agreement would eventually be reached.

Janet Horvath, Minnesota Orchestra cellist and author of *Playing (less) Hurt*, gave advice on protecting musicians' hearing and preventing injury. AFM director of government relations Hal Ponder related his lobbying activities on Capitol Hill, IEB member Ray Hair told how to develop a protest campaign, and William Thompson from the University of Louisville spoke about media strategies and the analysis of

financial information for use in negotiations and public relations. In addition to an extended presentation on the AFM Employers' Pension Fund (AFM-EPF), reports were given on the AFM Diversity Committee, the AFM Strike Fund, the ICSOM conductor evaluation program, the ICSOM Website, *ICSOM Directory*, and the Abe Torchinsky ICSOM Emeritus Program.

Other conference activities included the annual town meeting for delegates and Governing Board only, and meetings of the ICSOM members-at-large with delegates from their assigned orchestras.

Resolutions honored former ICSOM officer Sam Denov (present) and memorialized the recently deceased Ron Bauers, Henry Shaw, and Abe Torchinsky; thanked Mark Perkins and SullivanPerkins for developing the new ICSOM logo, congratulated ROPA on its 25th anniversary; and urged wide public dissemination of remarks Bruce Ridge made to the IEB in Las Vegas during the joint Locals Conferences Council/Player Conferences Council (LCC/PCC) in July 2009.

Senza Sordino summarized the Norfolk conference and documented the resolutions adopted. Chairman Ridge's and President Rood's speeches to the ICSOM conference were printed in full, as was Ridge's Las Vegas speech to the AFM IEB (containing many justifiable criticisms, notably of the Symphonic Services Division's being under-staffed). Articles reflected notable events during the year. Paul Gunther, ICSOM member-at-large, went to the Minnesota State Fair to exhibit union solidarity. Laura Ross revisited the Roehl Report and its considerable significance. An \$85 million Musical Arts Fund was established in Cincinnati by long-time patron Louise Dieterle Nippert. Bruce Ridge visited Baltimore and Colorado, and Brian Rood went to Albuquerque in support of musicians of the New Mexico Symphony (a ROPA orchestra). Rood and Laura Ross also attended the American Orchestras Summit at the University of Michigan in January 2010. San Antonio musicians reached out to the community with their "Caroling Project," performing in hospitals and detention centers. Nashville flooded. AFM politics undermined good relations with ICSOM. The IEB was sponsoring regressive amendments to the AFM bylaws to weaken the role of rank-and-file trustees of the AFM pension fund. The newsletter also contained advocacy of the Americans for the Arts Action Fund; a tribute to *Senza Sordino's* first editor, Robert Coleman; and orchestra newsletters.

ICSOM orchestra musicians raised over \$100,000 to support colleagues in the Honolulu Symphony, bringing the total in "calls to action" to over \$340,000 in financial aid.

2010-2011

Delegates convened in the Hyatt Regency Houston Hotel in Houston, Texas, August 18-21, to proclaim that "It's Time to Embrace the Future." Present were Alabama, Atlanta, Baltimore, Boston, Buffalo, Charlotte, Chicago Lyric Opera, Cincinnati, Colorado, Columbus, Dallas, Detroit, Florida Orchestra, Fort Worth, Honolulu, Houston, Indianapolis, Jacksonville, Kansas City, Kennedy Center, Los Angeles, Louisville, Metropolitan Opera, Milwaukee, Minnesota, Nashville, National, New Jersey, New York City Ballet, New York City Opera, New York Philharmonic, North Carolina, Oregon, Philadelphia, Phoenix, Pittsburgh, Rochester, Saint Louis, Saint Paul, San Antonio, San Diego, San Francisco Ballet, San Francisco Opera, San Francisco Symphony, Syracuse, Utah, and Virginia. Absent were Chicago, Cleveland (on tour), Grant Park, and Puerto Rico.

The conference was again preceded by an orientation breakfast for new delegates. A negotiating orchestra workshop was held the evening before opening day.

Newly elected AFM president Ray Hair was present and gave the keynote address. The entire International Executive Board (IEB), attending for the first time in seven years, held dialogue with delegates during the conference; almost all IEB members were newly elected. Also present were Symphonic Services Division director Chris Durham and members of the SSD staff; officers of OCSM,

ROPA, RMA, and TMA (who spoke about their respective conferences); and local union officers. Michael Okun served as interim legal counsel.

Officers related their activities and concerns, and member-at-large Matthew Comerford reported on the recent AFM convention that saw significant changes in AFM leadership. AFM president Ray Hair presented a history of the Federation. SSD director Chris Durham and staffer Joel LeFevre spoke about the new interactive wage chart; a second SSD presentation addressed comparing orchestra salaries, medical insurance, and pension costs. Bill Foster and Debbie Newmark reported the latest news on electronic media and urged orchestras to remember that media must be negotiated nationally and not locally. Other reports came from the AFM Employers' Pension Fund (followed by a lengthy question-and-answer session), the AFM Strike Fund, ICSOM's conductor evaluation program, online forums Orchestra-L and Delegate-L, the ICSOM Website, the *ICSOM Directory*, the Abe Torchinsky ICSOM Emeritus Program, the Houston Musicians Federal Credit Union (HMFCU) Instrument Loan Program, and the AFM Diversity Committee. Three attorneys made presentations: Susan Martin explained new healthcare legislation and its ramifications for negotiations; Barbara Jaccoma addressed bargaining with not-for-profit employers during the current recession; and Liza Hirsch Medina synopsized Miriam Pawel's book *The Union of Their Dreams*, related the rise and fall of the United Farm Workers, and asked what ICSOM might learn from this narrative. A negotiation report from Detroit portended serious difficulties for the musicians.

The ICSOM bylaws were extensively amended to bring them into proper form and to make them consistent with current practice. Other resolutions thanked attorneys Mike Okun, Robert Tim Brown, Robert Matisoff, and accountant Jimmy Butts for their assistance to ICSOM during the past year; honored the late New York City Opera musician and activist Jaime Suarez Austria; thanked conductor JoAnn Falletta for assisting Honolulu Symphony musicians by leading a benefit concert, and affirmed ICSOM's support for the musicians of the Honolulu Symphony; condemned the exploitation of Roosevelt University students performing without pay for a professional dance company in Chicago, and opposed the exploitation of all music students replacing professional musicians in the workplace; honored distinguished labor attorney Michael Greenfield of Chicago upon his retirement; thanked David Herring for his development of an interactive Wage Chart computer application; called upon the management and board of the Richardson (Texas) Symphony Orchestra to bargain with the musicians of Local 72-147; and directed the Governing Board to pursue establishing an online searchable database available to all orchestras.

The annual town meeting allowed delegates and Governing Board to explore sensitive issues without guests present. The traditional luncheon for members-at-large and their delegates again allowed for more intimate dialogue.

Senza Sordino articles summed up the 2010 conference and published the resolutions adopted, other than the extensive bylaw amendments. Officer reports included portions of speeches by chairman Bruce Ridge, notably his remarks at the second FIM International Orchestra Conference in Amsterdam. President Brian Rood reported on the problems member orchestras were facing negotiating with managers and boards intent on rolling back wages and working conditions and threatening bankruptcy unless musicians accepted draconian terms. Rood also noted that relations with the AFM had improved considerably, as did member-at-large Matthew Comerford in his article on the AFM convention and the new leadership. Laura Ross reported on the AFM-EPF (pension fund) and on its new transactional Website. Major articles focused on St. Louis (recovering from past financial difficulties), Honolulu (forced into Chapter 7 liquidation), Louisville (threatened with bankruptcy), Detroit (on strike for six months and accepting a deeply concessionary agreement), Syracuse (shut down by its board on the occasion of its fiftieth anniversary), Philadelphia (filing for Chapter 11 bankruptcy despite being solvent), and Virginia (a new contract with some gains and some concessions). Musicians from the National Symphony and Louisville Orchestra combined to present a mega-orchestra benefit concert.

Former chairman Fred Zenone died in October 2010, and a memorial on page one spilled over to many other pages. Bruce Ridge reviewed Michael Kaiser's new book, *Leading Roles: 50 Questions Every Arts Board Should Ask*. Other articles announced the appointment of Susan Martin as ICSOM legal counsel and of Jay Blumenthal as new director of the AFM Symphonic Services Division. As always, "newslets" kept everyone informed about what was going on in many member orchestras.

ICSOM's call to action to assist the musicians of the Detroit Symphony financially exceeded \$300,000 and brought the amount ICSOM orchestras had raised to help member orchestras in need to over \$600,000.

2011-2012

The Hyatt Regency Dearborn Hotel near Detroit, Michigan, was the site of ICSOM's 2011 conference, held August 17-20. Delegates came from Alabama, Atlanta, Baltimore, Boston, Buffalo, Charlotte, Chicago, Chicago Lyric Opera, Cincinnati, Cleveland, Colorado, Columbus, Dallas, Detroit, Florida Orchestra, Fort Worth, Honolulu, Houston, Indianapolis, Jacksonville, Kansas City, Kennedy Center, Los Angeles, Louisville, Metropolitan Opera, Milwaukee, Minnesota, Nashville, National, New York City Ballet, New York City Opera, New York Philharmonic, North Carolina, Oregon, Philadelphia, Phoenix, Rochester, Saint Louis, Saint Paul, San Antonio, San Diego, San Francisco Ballet, San Francisco Opera, San Francisco Symphony, Syracuse, Utah, and Virginia. Not represented were Grant Park, New Jersey, Pittsburgh (on tour), and Puerto Rico.

AFM president Ray Hair, members of the International Executive Board (IEB), Symphonic Services Division director Jay Blumenthal and members of the SSD staff, and local union officers were present.

The conference was preceded by the traditional orientation breakfast for new delegates. Negotiating orchestras met the night before. The familiar delegate manual ringbinder (the "blue Bible") that debuted in 1983 was replaced by a CD-ROM distributed at this conference, with updates to be posted on the ICSOM Website.

The conference was dedicated to the memory of former ICSOM chairman Frederick Zenone, who had passed away during the previous year. Fred's widow, Pat, was an honored guest, and Fred's National Symphony colleague Bill Foster gave a moving tribute.

Chairman Bruce Ridge sounded the conference theme, asserting that "now more than ever" musicians must be their own advocates and must combat pervasive board and media negativism by articulating a positive message about American orchestras. He noted that during the past four years ICSOM's member orchestras responded to "calls to action" by contributing more than \$800,000 to their colleagues in need. AFM president Ray Hair announced that the new leadership had resolved conflicts with the Recording Musicians Association (RMA), and he told of the Federation's many other activities. SSD director Jay Blumenthal and the SSD staff spoke on a wide range of topics. Shari Hoffman, manager of Audio Visual and Symphonic Recordings, explained royalty collection and payment distribution by the AFM-AFTRA Intellectual Property Rights Distribution Fund. George Cohen, former AFM general counsel and current director of the Federal Mediation and Conciliation Service (FMCS), conveyed his ideas on management-labor relations and cooperation. A panel addressed Detroit's six-month strike and eventual concessionary settlement. A second panel looked at other orchestras in distress: Philadelphia (Chapter 11 bankruptcy filed in part to relieve pension obligations and withdraw from the AFM-EPPF), Louisville (attempts to replace orchestra members with non-union musicians), and Syracuse and Honolulu (both in Chapter 7 liquidation bankruptcy). A separate presentation related how an inimical and inept management was threatening the very existence of the New York City Opera. Delegates also heard from player conference officers, the AFM Strike Fund trustees, the Electronic Media Committee, and the AFM Diversity Committee. Reports were given on Orchestra-L and Delegate-L, the *ICSOM Directory*, ICSOM Emeritus, conductor evaluation, and the Sphinx Organization. Counsel Susan Martin led delegate teams through

scenarios that raised legal questions requiring resolution based upon recent court and NLRB rulings. Jane Slaughter, editor of *Labor Notes*, spoke on current labor problems. Labor attorney Bruce Simon provided a bankruptcy primer that was followed by extensive question-and-answer.

Breakout sessions focused on internal organizing and governance, branding the orchestra in the community, building relationships with boards, and the Integrated Media Agreement (IMA). The annual town meeting addressed topics away from the conference floor.

Resolutions thanked Chris Durham for his service as SSD director, Robert Levine for his service to ICSOM, Phil Ayling for his service to RMA, and Vicky Smolik for her service to TMA; thanked contributors and artists who had helped orchestras in need; thanked musicians who did not cross the Detroit Symphony Orchestra picket line, thanked Detroit Symphony musicians for their fortitude and condemned the DSO board for its poor judgment, condemned the use of bankruptcy filing as a negotiation tool, called for positive dialogue with boards and managers, honored OCSM's Francine Schutzman, honored the memory of recently deceased founding delegates Joseph Golan and Wayne Barrington, expressed support for the newly formed Hawaii Symphony Orchestra, the Philadelphia Orchestra, the New York City Opera, the Louisville Orchestra, the Syracuse Symphony, the New Mexico Symphony, the *Orquestra Sinfônica Brasileira*, the *Orquesta Sinfónica de Guayaquil* (Ecuador), the *Orquesta Filarmónica de Buenos Aires* and the *Orquesta Estable del Teatro Colón*; and affirmed the need to establish a code of ethics for orchestra tours and residencies that threatened local orchestras.

Senza Sordino articles summarized the 2011 conference, published the resolutions adopted, noted the passing of long-time ICSOM legal counsel Leonard Leibowitz in October 2011, looked at the San Francisco Symphony's centennial observation, reviewed current negotiations, told of the growth of the Kansas City Symphony and the building of the Kauffman Center for the Performing Arts, related good financial news from St. Louis, recounted negotiations and agreement in Utah, and cheered the new Hawaii Symphony as successor to the defunct Honolulu Symphony. Chairman Bruce Ridge reflected on the situation in Louisville, reviewed Robert Flanagan's book *The Perilous Life of Symphony Orchestras*, and saluted ICSOM's former chairpersons and recounted their accomplishments. President Rood wrote of experiencing sudden hearing loss; he also reviewed Ellen E. Schultz's book *Retirement Heist: How Companies Plunder and Profit from the Nest Eggs of American Workers*. Secretary Laura Ross reported as the new custodian of ICSOM's George Zazofsky archives and praised former secretaries for their contributions. Editor Richard Levine offered personal perspectives on ICSOM history. Julie Ayer questioned whether battles fought to achieve gains over many years are really at an end. With the passing of Leonard Leibowitz, the Lew Waldeck Fund was expanded to become the Lew and Lenny Legacy Fund. Louisville settled and went back to work, Colorado returned to solid financial footing with changes in board and management leadership, and Alabama was "on the mend" under a new contract. ICSOM counsel Susan Martin addressed legal issues surrounding social media, long-term disability, and mandatory and permissive subjects of bargaining. Other articles looked at defined-benefit and defined-contribution pension plans, the Major Orchestra Librarians' Association conference in New Orleans, and the recent U.S. Court of Appeals affirmation that the Cleveland Orchestra management must bargain with the AFM and not the local union over media issues.

The 2012 Conference

The Westin Michigan Avenue Chicago was the scene of ICSOM's fiftieth-anniversary conference August 22-25, and a grand affair it was, with a record 160+ persons attending. Extensive archival material was on display, and a commemorative program was distributed. Former officers and delegates to the 1962 formative meeting in Chicago, some of whom were present, were honored. Erika Goldberg, daughter of ICSOM's first chairman, George Zazofsky, attended and addressed delegates. Former ICSOM chairs presented personal perspectives.

Delegates came from Alabama, Atlanta, Baltimore, Boston, Buffalo, Charlotte, Chicago, Chicago Lyric Opera, Cincinnati, Cleveland, Colorado, Columbus, Dallas, Detroit, Florida Orchestra, Fort Worth, Grant Park, Honolulu, Houston, Indianapolis, Jacksonville, Kansas City, Kennedy Center, Los Angeles, Louisville, Metropolitan Opera, Milwaukee, Minnesota, Nashville, National, New Jersey, New York City Ballet, New York City Opera, New York Philharmonic, North Carolina, Oregon, Philadelphia, Phoenix, Pittsburgh, Puerto Rico, Rochester, Saint Louis, Saint Paul, San Antonio, San Diego, San Francisco Ballet, San Francisco Opera, San Francisco Symphony, Syracuse, Utah, and Virginia. Only Cleveland (on tour) was not represented.

AFM president Ray Hair, members of the International Executive Board (IEB), Symphonic Services Division director Jay Blumenthal and members of the SSD staff, and local union officers were present.

The conference was again preceded by the traditional orientation breakfast for new delegates. Negotiating orchestras met the night before, and delegates again enjoyed lunching with their member-at-large overseers. Evening break-out sessions addressed community engagement, mediation, and pit-orchestra issues. The annual delegates-only town meeting allowed discussion of sensitive matters.

Noted political consultant Mark Lindsay was introduced as the board chairman of ICSOM's new American Symphony Advocacy Project (ASAP) and addressed the delegates. Minnesota Orchestra violinist Julie Ayer reminisced about interviewing ICSOM leaders for her book on orchestra labor history, *More Than Meets the Ear*. ICSOM general counsel Susan Martin moderated a panel of sixteen (!) attorneys who shared their insights on negotiations; they were thanked in a resolution adopted by delegates. AFM SSD counsel Rochelle Skolnick discussed peer review and due process. Reports were given on the AFM-EM pension fund (followed by a presentation by author Ellen Schultz on corporations' dismantling of retirement pension and health plans); the AFM's Diversity Committee; the distribution of symphonic recording royalties via the AFM-SAG/AFTRA Fund; the newly redesigned ICSOM Website; and the AFM Symphonic Services Division.

A proposal to establish additional salary tiers for ICSOM dues was adopted (and subsequently ratified post-conference). Other resolutions honored ICSOM founders, remembered former officers Robert Coleman and Jim Clute, recognized the retirements of former officers Brad Buckley and Marsha Schweitzer, thanked conductor Joseph Mechavich for refusing to conduct non-union replacement musicians for the Louisville Opera, acknowledged Martha Warrington for her work on the ICSOM website, gave appreciation to the Chicago Federation of Musicians Local 10-208 for hosting the conference, and thanked Wayne State University for thirty years of work on ICSOM conductor evaluations.

The adjournment of the 2012 conference of the International Conference of Symphony and Opera Musicians brought to an end the celebration of a remarkable half-century of accomplishment. It also affirmed ICSOM's ongoing commitment to address the problems facing symphony, opera, and ballet orchestras and to continue to improve the welfare of the musicians who populate those orchestras.