



Journey to Carnegie Hall

Supplement to the San Diego Business Journal



“Music is the universal language of mankind.”

Henry Wadsworth Longfellow

Welcome to Carnegie Hall

Welcome to this special edition of the San Diego Business Journal celebrating the San Diego Symphony's debut performance at Carnegie Hall and first-ever international tour, which we are calling the China Friendship Tour. We also celebrate an individual without whom much of this would not be possible, our great friend Irwin M. Jacobs. He and his wife, Joan, have seen our orchestra through the darkest moments (in which this great city almost lost the Symphony) all the way to this imminent launch of the Symphony and Maestro Jahja Ling onto the world's stage in New York and beyond. So many others of you in the community are also responsible for bringing the San Diego Symphony along to this height of artistic and organizational achievement, and we thank you all for seeing us to this shining moment.



I would like to personally thank the San Diego Business Journal for producing this special edition, which serves as both a keepsake of this historic moment in the cultural life of our great city and a deserved tribute to Dr. Jacobs on the occasion of his 80th Birthday.

Whether it is classical masterworks, pops hits, opera masterpieces, educational concerts or 21st century world premieres, your San Diego Symphony is an orchestra that comes to perform, and in this 10th year of music director Jahja Ling's stewardship they perform beautifully. Beginning on Oct. 29 in Carnegie Hall and continuing in November with the China Friendship Tour, the world will understand this perfectly.

For our honorary lifetime directors, Joan and Irwin Jacobs, the Symphony has now augmented the name of its indoor performance home to the Joan and Irwin Jacobs Music Center. It is a supremely fitting honor for this truly remarkable couple, whose generosity leaves us humble. In their name we remain committed to artistic excellence both at home and abroad.

Edward B. "Ward" Gill
Chief Executive Officer
San Diego Symphony



The year was 1910 and it sets the stage for us. Henry Ford's assembly line had rolled out 10,000 automobiles, the Boy Scouts of America was newly formed, ragtime music was coming into vogue and women's hemlines were rising shockingly above the ankle. Small town San Diego was experiencing a transformation as well with the opening of the U.S. Grant Hotel and newly named Balboa Park readying itself for the grand Panama-California Exposition. The growing city, however, was void of much of the cultural and community endeavors that define a thriving metropolis. That need was met with the creation of the San Diego Symphony.



Since that time the Symphony has grown and matured alongside our vibrant city. It has attracted world-class talent, fostered cross-cultural collaborations and created innovative programs that have become models of education and have been mimicked throughout the country. This year marks several significant milestones in the organization's history. In October, the Symphony will perform for the first time in New York's illustrious Carnegie Hall, confirming its reputation as one of the most prominent symphonies in the country. Following the New York performance will be another first — the China Friendship Tour — taking the musicians into the spotlight in the three major cities of Beijing, Shanghai and sister city Yantai.

The evolution of our current-day Symphony would not be possible without the continued support and involvement of dedicated San Diegans. With this support, led by the generosity of Joan and Irwin Jacobs, the Symphony has been able to move forward with a solid financial base, expanding its offerings from the popular "Summer Pops" series to hosting renowned international guest musicians. With the announcement of the recent name augmentation from the Copley Symphony Hall (opened in 1985) to the Joan and Irwin Jacobs Music Center, the organization has come full circle into a new era of exciting growth.

We salute the San Diego Symphony, its talented musicians and staff, Joan and Irwin Jacobs, the Qualcomm Foundation, and Barney & Barney along with the many San Diegans who support this vital city asset.

Armon Mills
President and Publisher of the San Diego Business Journal



“Without music, life would be a mistake.”

Ludwig van Beethoven



**Innovators challenge the norm,
push the boundaries and take risks.**

Most importantly, innovators inspire.

Congratulations and thank you to
Irwin Jacobs and the **San Diego Symphony**
for all that you've done and all you
continue to do for the San Diego
community.



EMPLOYEE BENEFITS
COMMERCIAL INSURANCE
EXECUTIVE RISK
WORKERS COMPENSATION
RETIREMENT & WEALTH MANAGEMENT
COMPENSATION CONSULTING



Jacobs

BY BRAD GRAVES

Irwin M. Jacobs' core expertise is electrical engineering. It made him a university professor and helped him build two successful companies, including the communications technology giant Qualcomm Inc.

But even the tech leader whose vision was behind the multibillion-dollar Qualcomm needs balance. And so it is that a love for the arts — including the performing arts, and particularly symphony music — has kept Irwin Jacobs and wife Joan grounded.

Enjoying live performances of the San Diego Symphony has been a passion for the Jacobses, who over the years have pledged more than \$120 million to the organization.

Musical performances were “always a very good break from business,” Irwin Jacobs said recently. “You can set your mind on other things.”

Today, the Jacobs name is literally synonymous with the San Diego Symphony, whose home venue in downtown San Diego was recently renamed as the Joan and Irwin Jacobs Music Center. The change — from Copley Symphony Hall, a name that now refers to the auditorium inside — was made to recognize the couple's support and generosity.

Irwin and Joan Jacobs plan to be at Carnegie Hall in New York City when the San Diego Symphony makes its debut there in late October — a performance that will double as a celebration of Irwin Jacobs' 80th birthday. After the Carnegie Hall performance, the symphony will tour three cities in China.

Big Name in Communications Tech

Audiences in New York, Yantai, Shanghai and Beijing may not know the Jacobses as the San Diego business community does.

Irwin Jacobs is co-founder, founding chairman and CEO emeritus of Qualcomm, which has grown into San Diego's largest public company, with a market capitalization of roughly \$117 billion and reported revenue of \$19.1 billion in fiscal 2012.

The Jacobs story in San Diego actually goes back much further.

In the mid-1960s, Irwin Jacobs was a professor at the Massachusetts Institute of Technology. He and his wife came to San Diego in 1966, when the University of California, San Diego was new.

At about the same time, Irwin Jacobs helped lay the foundation for satellite technology company

Linkabit Corp. After the business was sold in 1980, Jacobs co-founded Qualcomm and helped popularize its code division multiple access technology, for which he holds 14 patents and which drives many of the communications devices people rely on today.

Putting Money Where Passion Lies

Still, the Jacobses made time for music.

Irwin Jacobs is partial to composers Igor Stravinsky and Antonín Dvořák. Stravinsky's “The Rite of Spring” is a favorite, as is the work of Ludwig van Beethoven. The businessman is open to newer compositions also, saying he has enjoyed the work of John Adams.

The couple became acquainted with the San Diego Symphony soon after arriving in San Diego, attending concerts in La Jolla that featured symphony-affiliated musicians. Irwin Jacobs joined the symphony's board in the early 1980s.

The 1990s were not good for the San Diego Symphony, which filed for bankruptcy protection during those years. The Jacobses

offered some support to help the organization right itself. And when it was moving ahead yet still struggling to make payroll, the Jacobses decided they “had to do something more substantial,” Irwin Jacobs recalled. In 2002, the couple pledged \$120 million to the symphony.

The Jacobses helped hire a new music director,



Carnegie Hall coincides with Irwin Jacobs' 80th birthday.

Jahja Ling, who is in his 10th year with the symphony. Joan Jacobs recalls the enthusiasm Ling showed for the job and building the orchestra; roughly half the orchestra's musicians have come onboard during his tenure.

The orchestra continues to improve, Irwin Jacobs said.

Early Artistic Affinity

The Jacobses have been generous with other cultural institutions inside and outside San Diego

County. They recently underwrote composer Jake Heggie's “Moby-Dick,” an opera that retells Herman Melville's classic tale. The couple's support is a nod to Irwin Jacobs' boyhood town of New Bedford, Mass., which at one time was the center of the whaling industry.

New Bedford was home to one of Irwin Jacobs' first business and artistic ventures. As a grade school student, he was interested in photography. He recalled setting up a darkroom in what used to be a coalbin, where he developed and printed photos that he assembled into small books. His enterprise used World War II surplus chemicals, which added a sense of mystery to the process.

“You were never quite sure how the pictures would come out,” he said.

Collaborative Art Collectors

These days, a visit to the Jacobs' home in La Jolla reveals a passion for visual arts, including contemporary works.

Qualcomm's success has enabled the Jacobses and their sons to see a lot of the world. When they do, Irwin and Joan Jacobs enjoy going to museums, art shows and galleries. And if the couple sees something they both like, they will talk about buying it.

One of the couple's early finds was modern German artist Anselm Kiefer, whose work they encountered on a trip to Germany in the late 1980s. “We were very impressed” with the young artist, Irwin Jacobs said, and his handling of subjects such as World War II and the Holocaust.

The Jacobses own three of Kiefer's works, including a monumental painting in the foyer of their La Jolla home. It is an expanse of black that incorporates tree branches — Kiefer uses unconventional materials such as sand or lead in his work — painted a contrasting white.

Irwin Jacobs noted that the painting's protrusions can be vulnerable to people passing by. Joan Jacobs recalled delicately mentioning to Kiefer that a person could inadvertently knock off a piece, a concern that the artist shrugged off.

“Don't worry about it, Joan,” Irwin Jacobs recalled the artist saying. “I've got lots of branches.”

Through their support and patronage, Joan and Irwin Jacobs are making art accessible and approachable for San Diegans, keeping the community — busy as it is with technology, business and finance — grounded.



“Music is the one incorporeal entrance into the higher world of knowledge which comprehends mankind but which mankind cannot comprehend.”

Ludwig van Beethoven

San Diego Symphony Repertoire at Carnegie Hall in New York City



CARNEGIE HALL
STERN AUDITORIUM
RONALD O. PERLMAN FAMILY STAGE
.....

Oct. 29, 2013 @ 8 p.m.

Performers

San Diego Symphony Orchestra

JAHJA LING
Music Director

LANG LANG
Piano

Program

DAVID BRUCE
New Commission: Night Parade

SERGEI RACHMANINOFF
Piano Concerto No. 2, guest pianist Lang Lang

SERGEI PROKOFIEV
Symphony No. 5

A grant from the National Endowment for the Arts supports the San Diego Symphony's Carnegie Hall debut.

The commissioning of multiple works by David Bruce as San Diego Symphony's Associate Composer (including the New York premiere of Night Parade) is sponsored by Sam B. Ersan, the Clarence E. Heller Charitable Foundation and Gordon Brodfuehrer.

“Everywhere in the world, music enhances a hall,
with one exception: Carnegie Hall enhances the music.”

Isaac Stern

Musicians of the San Diego Symphony

Violin

Jeff Thayer
Concertmaster
Deborah Pate and John Forrest Chair

Nick Grant
Principal Associate Concertmaster

Jisun Yang
Associate Principal I

Alexander Palamidis
Principal II

Mei Ching Huang
Associate Principal II

Randall Brinton
Yumi Cho
Hernan Constantino
Alicia Engley
Pat Francis
Kathryn Hatmaker
Angela Homnick
Igor Pandurski
Julia Pautz
Wesley Precourt
Susan Robboy
Shigeko Sasaki
Yeh Shen
Anna Skálová
Edmund Stein
Hanah Stuart ^(S)
John Stubbs
Pei-Chun Tsai
Jing Yan
Joan Zelikman

Viola

Thomas C. Turner
Acting Principal
Karen and Warren Kessler Chair

Nancy Lochner
Associate Principal

Rebekah Campbell
Chi-Yuan Chen
Wanda Law
Qing Liang
Thomas Morgan
AJ Nilles
Dorothy Zeavin
Gareth Zehngut

Cello

Yao Zhao
Principal

Chia-Ling Chien
Associate Principal

Marcia Bookstein
Glen Campbell
Karla Holland-Moritz
Richard Levine
Ronald Robboy
Mary Oda Szanto

Bass

Jeremy Kurtz-Harris
Principal
Sophie and Arthur Brody Foundation Chair

Susan Wulff
Associate Principal

W. Gregory Berton
Samuel Hager
Jory Herman
Margaret Johnston⁺
Allan Rickmeier
Michael Wais

Flute

Rose Lombardo
Principal

Sarah Tuck
Elizabeth Ashmead

PICCOLO
Elizabeth Ashmead

Oboe

Sarah Skuster
Principal

Betsy Spear
Andrea Overturf

ENGLISH HORN
Andrea Overturf
*Dr. William and Evelyn Lamden
English Horn Chair*

Clarinet

Sheryl Renk
Principal

Theresa Tunnichliff
Frank Renk

BASS CLARINET
Frank Renk

Bassoon

Valentin Martchev
Principal

Ryan Simmons
Leyla Zamora

CONTRABASSOON
Leyla Zamora

Horn

Benjamin Jaber
Principal

Darby Hinshaw
Assistant Principal & Utility

Warren Gref
Tricia Skye
Douglas Hall

Trumpet

Ryan Anthony
Guest Principal

John MacFerran Wilds
Ray Nowak
Ryan Darke ^(S)

Trombone

Kyle R. Covington
Principal

George Johnston
Richard Gordon⁺
Michael Priddy

BASS TROMBONE
Michael Priddy

Tuba

Matthew Garbutt
Principal

Harp

Julie Ann Smith
Principal

Timpani

Ryan J. DiLisi
Principal

Andrew Watkins
Assistant Principal

Percussion

Gregory Cohen
Principal

Kenneth McGrath ^(S)
Andrew Watkins

Piano/Celeste

Mary Barranger

Orchestra

Principal Librarian
Courtney Secoy Cohen

Librarian
Rachel Bellairs

Personnel Manager
Magdalena O'Neill

Assistant Personnel Manager
Douglas Hall

.....
(L) On Leave
(S) Long Term Substitute Musician
+ Staff Opera Musician

“Music is moonlight in the gloomy night of life.”

Jean-Paul Sartre

The Symphony at a Glance

2002

In 2002, **Joan and Irwin Jacobs** gifted the Symphony \$120 million, which is allocated in stages. The first \$50 million is given to the Symphony's endowment fund — not the operating fund — in increments of \$5 million each year for 10 years. The next \$50 million is a bequest that will be received into the endowment fund. The last \$20 million is given to the Symphony's operating fund in increments of \$2 million each year for 10 years, commencing in 2003.

82

In addition to the 82 full-time musicians, there are 38 members of the administrative staff, which includes administration, artistic, development, education, facilities, finance, human resources, information systems and marketing.

Outreach

In addition to rehearsals and performances, all the musicians are required to perform a number of educational **outreach** services per year.

100

There are 82 full-time, contracted San Diego Symphony musicians. The San Diego Symphony performs more than 100 concerts a year.

Musicians

Musicians are selected through a rigorous audition process which is comprised of an orchestra committee and the music director. Open positions are rare. When an audition is held, it is common to have 100 to 150 musicians competing for the open position.

Jacobs Music Center

San Diego Symphony performs from October through May, downtown at the **Jacobs Music Center**. The Hall has 2,231 seats.

1910

San Diego Symphony performed its first concert on Dec. 6, 1910 in the Grand Ballroom of the then-new U.S. Grant Hotel.

Lawrence Robinson

In the mid-1990s, the Symphony's ownership of Copley Symphony Hall was in jeopardy. **Lawrence Robinson** bought the Hall, preserving it for the Symphony's future. In early 2010, Mr. Robinson deeded the property to the San Diego Symphony, which now owns the hall outright. The Joan and Irwin Jacobs Music Center is one of the few venues in the world that belongs to the orchestra playing in it.

1929

The current Joan and Irwin Jacobs Music Center was built in 1929 as a movie palace and was known as the Fox Theatre. The theatre was renamed Copley Symphony Hall as a result of a donation in 1984 by the late Helen Copley.

Support

The Symphony must rely on both ticket sales and donated income from individuals, corporations, government entities, foundations and for-profit companies in order to operate. Ticket prices and other operating revenue only cover approximately \$0.38 on the dollar while \$0.62 on the dollar must be received in **donations**.

Bill Conti

San Diego Symphony's principal pops conductor is **Bill Conti**.



Jahja Ling

San Diego Symphony's music director is **Jahja Ling**, who is responsible for the artistic planning of the Symphony's classical series. Mr. Ling is in his 10th season as music director of the San Diego Symphony.

Jeff Thayer

The San Diego Symphony's concertmaster is **Jeff Thayer**.

Matthew Garbutt

San Diego Symphony's principal Summer Pops conductor is **Matthew Garbutt**.

Ken-David Masur

The San Diego Symphony's associate conductor is **Ken-David Masur**.

“Music is the divine way to tell beautiful, poetic things to the heart.”

Pablo Casals

Jahja Ling



Music Director

Born in Jakarta, Indonesia, Jahja Ling is the first music director and conductor of Chinese descent of a major symphony orchestra in the United States. The 2013-14 season marks his 10th season as music director of the San Diego Symphony.

In October 2013, Mr. Ling is leading the San Diego Symphony to perform at Carnegie Hall with Lang Lang as soloist, followed by a tour to China, where the Orchestra will appear in five concerts in Yantai, Shanghai and Beijing with Joshua Bell and Augustin Hadelich. This two-week tour will mark the San Diego Symphony's first international tour and its first appearance at Carnegie Hall in its 103-year history.

Mr. Ling has guest conducted every major orchestra in the U.S. with numerous appearances with leading orchestras throughout Europe and Asia. He earned a Master of Music degree at The Juilliard School, received a doctorate in orchestral conducting from the Yale School of Music and was awarded the Leonard Bernstein Conducting Fellowship at Boston Symphony's 1980 Tanglewood Festival. In 1988, he was awarded the coveted Seaver/Arts Endowment Conductor Award as the best young conductor in the U.S.

Among highlights of his career: Mr. Ling holds historically the longest continuous artistic relationship of 29 years with The Cleveland Orchestra, where he has held numerous positions, and he returns to Cleveland to conduct the Orchestra every season. The U.S. House of Representatives presented a Congressional Record for

his outstanding achievements in the U.S. Capitol in September 2006. Mr. Ling led the Cleveland Orchestra telecast, "A Concert in Tribute and Remembrance," for Sept. 11 victims, which won an Emmy Award. His recording with the Scottish Chamber Orchestra for Telarc was nominated for a Grammy Award. His performances have been telecast by KPBS, ABC News 20/20, Chinese Central Television, German TV, NHK, Phoenix TV and Spanish TV. As music director of the Florida Orchestra, Mr. Ling was the first classical music conductor ever invited to appear at a Super Bowl, where he conducted Whitney Houston in the national anthem at Super Bowl XXV. It was televised to 750 million viewers worldwide, and a subsequent recording of this performance went platinum. In 1983, during her tenure as mayor of San Francisco, U.S. Sen. Dianne Feinstein invited him to conduct a special concert in Davies Symphony Hall in San Francisco for a state visit of England's Queen Elizabeth II.

Mr. Ling makes his home in San Diego with his wife, Jessie, and their young daughters, Priscilla and Stephanie. He is also active as a volunteer in the ministry of Stephen Tong Evangelistic Ministries International in which he serves as vice president.

“The man that hath no music in himself, nor is not moved with concord of sweet sounds, is fit for treasons, stratagems and spoils.”

William Shakespeare

The Business Side of the Symphony Has Its Own Challenging Role to Master

BY TOM YORK

The San Diego Symphony's success is as much a successful business story as it is a successful artistic story.

CEO **Edward B. "Ward" Gill** and his administrative staff work diligently backstage to maintain a sound business operation that supports the 82-member orchestra as it prepares for upcoming performances at Carnegie Hall in New York City and in China.

Indeed, Gill has turned in an impressive performance as operations manager in his decade as the Symphony's top executive.

He has grown the yearly budget to \$22 million today compared with \$8.5 million in 2003, no easy task considering that ticket sales account for 38 percent of revenue while the rest must be raised from donors.

A Generous Gift

Starting roughly 10 years ago with no substantive endowments to speak of, Gill has amassed \$50 million to help fund the budget.

The amount includes funding from a \$120 million pledge made 11 years ago from **Irwin Jacobs**, the billionaire founder of



Edward B. "Ward" Gill

Qualcomm Inc., and his wife, **Joan**. Of that, \$50 million was given to the Symphony's endowment fund — not the operating fund — in \$5 million increments annually for 10 years. Another \$50 million is a bequest that will be received into the endowment fund after the couple passes away. The last \$20 million was given to the Symphony's operating fund in \$2 million increments annually for 10 years, starting in 2003.

Meanwhile, as much as \$20 million in deferred gifts is coming from other donors, Gill said.

He said the couples support has been incalculable and serves as a foundation to build on. And the Symphony's home was recently

renamed the Joan and Irwin Jacobs Music Center; it had been Copley Symphony Hall, a name that will still adorn the auditorium inside.

The League of American Orchestras has classified the San Diego Symphony as Tier 1, based on its financial support, Gill said, which puts it in the same league as more established symphonies in Boston, Chicago, New York, Philadelphia and San Francisco.

The San Diego Symphony's financial footing today is remarkable, given its smaller community base and turbulent history that saw the Symphony almost disappear twice — in the 1980s and the 1990s — due to financial stress. Gill attributes much of the Symphony's fiscal turnaround to prioritizing the product.

"We focused 10 years ago on having the best product — a world-class orchestra with a world-class calendar of guest artists," he said. "That focus has helped us thrive."

Jahja Ling Grew Performances

Hiring Music Director **Jahja Ling** has helped, too, Gill said. Ling, a classical pianist, has assembled young musicians from the

top musical schools in the country and the world. And he's helped the Symphony increase the number of yearly performances to 135 compared with fewer than 60 ten years ago.

Ling's been able to achieve this despite the rising cost of talent in classical music.

Gill noted that one soloist who charged \$40,000 for an appearance just a few years ago now charges \$90,000.

The musicians earn an average base salary of \$64,000 a year, about half what musicians earn in San Francisco and other cities, though Gill pointed out that San Diego performers work 40 weeks a year compared to 52 weeks in other cities.

Angels Looking Out For Symphony

Underwriting the operations of a performing arts nonprofit such as the San Diego Symphony remains challenging.

Among the biggest tasks is raising money for the 62 percent of the budget not covered by ticket sales.

Toward that end, Gill has doubled the number of angel contributors to nearly 4,000 people, 10 percent of whom account for about 60 percent of the nonprofit's total contributed income.

"The amount of money that we raise now is well over double what it was in 2003," Gill said.

Everything Must Be Funded

Gill describes a "triangle philosophy" to the Symphony's business model. With that philosophy, the top of the triangle is predicated on having great artistic skills, while the right and left sides demand filling the hall and balancing the budget — meaning every expense has a way to pay for it.

"We do nothing unless it's funded," Gill said. "If we want to attract a **Yo-Yo Ma** or a **Joshua Bell**, I will find a sponsor."

Star cellist Ma and violinist Bell are popular artists who command high fees but deliver stellar performances.

Gill noted that he's more than doubled the Symphony's budget without adding administrative staff.

"We've been able to manage our business as efficiently as possible," he said.

Besides the cost of annual operations, Gill said he spent \$10 million over the past five years updating the Joan and Irwin Jacobs Music Center, which included spending \$2 million to update the electrical system first installed in 1929 in what was then The Fox Theatre.

"It's much easier to do this kind of spending when you have the artistic pieces in place," Gill said.

Challenges Ahead

Gill said the Symphony still has work to do and goals to reach.

"Our biggest challenge is continuing the growth we've had over the past decade, as well as continuing to develop our artistic excellence," he said.

To be successful in the future he has to create a vision today.

"Our biggest challenge, or opportunity, if you will, is getting the word out about how great this orchestra is, and start building a legacy like so many other orchestras have done," he said. "It's bringing together a great music director with a great set of musicians with an incredible staff."

"Music washes away from the soul the dust of everyday life."

Berthold Auerbach

San Diego Symphony History

Music Directors and Key Events



Fox Theatre in 1929

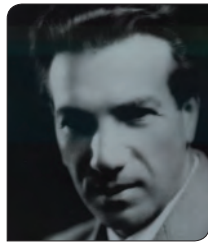
December

1910

First Concert



1912 - 1920
B. Roscoe Schryock



1936 - 1937
Nino Marcelli



1938 - 1941
Nikolai Sokoloff



1949 - 1952
Fabien Sevitzky



1953 - 1958
Robert Shaw



1959 - 1966
Earl Bernard Murray



1967 - 1971
Zoltan Rozsnyai



1972 - 1979
Peter Eros



1980 - 1987
David Atherton



1989 - 1996
Yoav Talmi



1998 - 2002
Jung-Ho Pak



2002
Jacobs Gift



2004 - present
Jahja Ling



2006 - 2012
Marvin Hamlisch
Principal Pops Conductor



2012 - present
Bill Conti
Principal Pops Conductor



2013
Carnegie Hall and China Tour

“Music in the soul can be heard by the universe.”

Lao Tzu

The best of the best in fresh seafood

Donovan's Prime Seafood settles for nothing less than the best, freshest, and most sustainably procured seafood. Our uncompromising commitment to excellence shines through with the sweetest, most succulent Australian cold water rock lobster tail, to our delicious wild-caught Alaskan halibut and our tender diver scallops. Seasonally fresh selections are the rule. Our extensively stocked Oyster Bar is the perfect example, with farm-raised local options, to oysters flown in fresh from the inlets and bays that make them famous.

Donovan's famous steaks available too!

And, if you or your guests are ready for a great steak, every Donovan's serves those as well. Only USDA prime beef will do for Donovan's guests.



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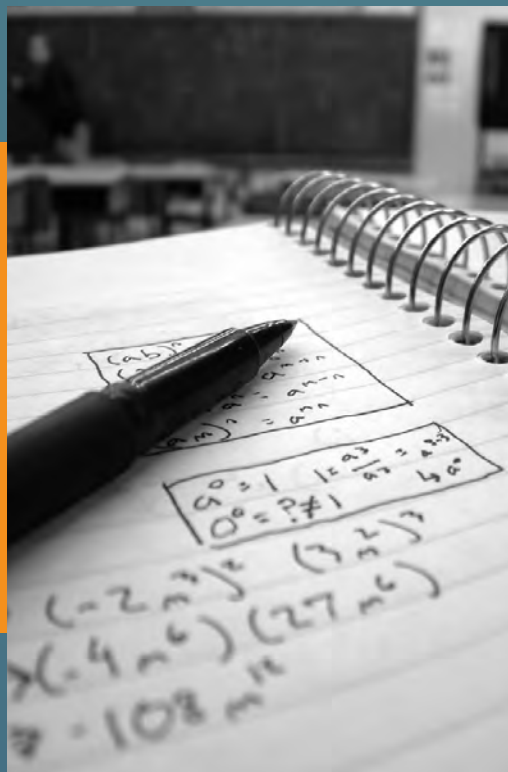
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The Qualcomm Foundation aims to make a lasting positive impact in our communities worldwide. We are proud to support organizations that promote educated, healthy, sustainable, culturally vibrant communities.



www.qualcomm.com/community

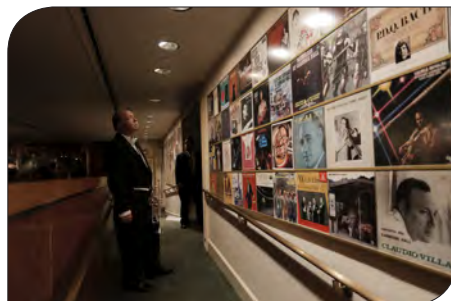
A celebration in photos for the San Diego Symphony's journey to Carnegie Hall



Music Director Jahja Ling leads the San Diego Symphony in a performance of Sergei Prokofiev's Symphony No. 5 inside Carnegie Hall's Stern Auditorium.



Celebrated pianist Lang Lang performs Sergei Rachmaninoff's Piano Concert No. 2 at Carnegie Hall.



San Diego Symphony trumpeter John MacFerran Wilds ponders some Carnegie Hall history before the San Diego Symphony's evening debut in Isaac Stern Auditorium.



Music Director Jahja Ling, pianist Lang Lang and the San Diego Symphony acknowledge applause from a sold out house at Carnegie Hall.



Music Director Jahja Ling, pianist Lang Lang and the San Diego Symphony acknowledge a standing ovation at Carnegie Hall.



Music Director Jahja Ling leads pianist Lang Lang and the San Diego Symphony in a performance of Sergei Rachmaninoff's Piano Concert No. 2 at Carnegie Hall.

ALL PHOTOS BY JENNIFER TAYLOR

“Who hears music feels his solitude peopled at once.”

Robert Browning



Music Director Jahja Ling and pianist Lang Lang are in close musical communication during the San Diego Symphony's performance of Rachmaninoff's Piano Concerto No. 2 at Carnegie Hall.



Irwin M. Jacobs stands at his seat for a special musical birthday acknowledgement from the Symphony and Lang Lang onstage at Carnegie Hall.



Celebrating in Carnegie Hall's Rohatyn Room after an acclaimed debut performance by the San Diego Symphony are (l-r) Dr. William Lamden, his wife Symphony Board Chair Evelyn Olson Lamden, Principal Clarinet Sheryl Renk and her husband, bass clarinetist Frank Renk.



Sharing a celebratory post-concert toast back in Carnegie Hall's Rohatyn Room are (l-r): David and Phylliss Snyder, Joyce Gattas, Carolyn Clark, Catherine Blair, Linda Katz and Phil Blair.



Sam B. Ersan (left) congratulates Music Director Jahja Ling after the San Diego Symphony's Carnegie Hall debut. Mr. Ersan is a generous supporter of the Symphony's subsequent China Friendship Tour.



An elegant pre-concert dinner is well under way in The Rohatyn Room of Carnegie Hall before the San Diego Symphony's evening debut in Isaac Stern Auditorium.



Irwin Jacobs celebrates his 80th birthday.



Sharing in a lively post-concert toast with a bit of birthday fun in the Rohatyn Room of Carnegie Hall are (l-r) Joan and Irwin Jacobs, Jahja Ling and Symphony CEO Edward "Ward" Gill.



Concertmaster Jeff Thayer gives the tuning note as the San Diego Symphony's debut concert at Carnegie Hall is about to begin.



Symphony cellist Glen Campbell chats onstage with his fellow string musicians as the San Diego Symphony's debut concert at Carnegie Hall is about to begin.

ALL PHOTOS BY JENNIFER TAYLOR

“Music is a higher revelation than all wisdom and philosophy.”

Ludwig van Beethoven