



This is not
your ordinary
research institute...

At the Northern California Institute for Research and Education



it's all
about people

NCIRE | 2003-2004 | ANNUAL REPORT

Chief Executive Officer



After seven years as CEO of NCIRE, I continue to be impressed with the growth and accomplishments of this organization, which has developed from a small program with a budget of a few hundred thousand dollars and a handful of research projects to the most highly funded research institute affiliated with a VA medical center in the nation.

Currently 90 principal investigators and their research assistants are at work on projects supported by NCIRE-administered grants, projects likely to change the face of medical care around the world, ranging from developing virtual colonoscopy to understanding the brain chemistry of dementia. From the level of the molecule on up, NCIRE investigators are helping to establish the best practices in patient care.

The past year has been one of great accomplishments. Planning continued for a new research center to house our expanding family of researchers and provide them with a state-of-the-art facility. Meanwhile we are negotiating for off-campus laboratory space to meet NCIRE's needs until the new building is completed.

NCIRE's investment in a 4-tesla magnet sparked the creation of a new Center for Imaging of Neurodegenerative Disease, where NCIRE researchers use cutting-edge technology to examine changes in the brain during the transition from normal aging to moderate dementia to Alzheimer's disease. A major goal of the center is the creation of a database, available to both the scientific community and industry, to be used in designing treatment trials. In support of this important center, NIH has awarded NCIRE \$60 million for Alzheimer's research.

Also in 2004 NCIRE introduced a long-awaited support system, designed to resolve routine computer problems within 72 hours and urgent calls within 24 hours. Three NCIRE technicians and a coordinator serve some 300 users working with over 600 computers, both PCs and Macs. The new "help desk" receives up to 25 calls per day, with positive response from users.

In 2005, I will be retiring as CEO. It has been an honor and a pleasure to lead the organization during these seven years of tremendous growth and success. I leave with great confidence in our exceptional management team, our capable and committed staff, our experienced and dedicated Board, and our expanding community of excellent researchers. After an extensive search by the NCIRE Board of Directors, I am pleased to announce that Mr. Robert E. Obana will take the helm to lead NCIRE into the future. All signs point to a bright future for medical research at NCIRE.

Jack Nagan
NCIRE Chief Executive Officer

Chairman of the Board



Upon completing my first term as Chairman of the Board of NCIRE, I am pleased to report several accomplishments that testify to NCIRE's continuing strength as the largest nonprofit biomedical research institute affiliated with a VA medical center.

This year NCIRE was the recipient of a major research award from the Department of Defense (DOD), in support of biomedical research projects related to military health issues. The NCIRE Board of Directors has created a Research Advisory Committee to rank the DOD research projects on their scientific merit and military relevancy.

Another measure of our success is the fact that the SFVAMC, with the support of NCIRE and UCSF, has recruited several new principal investigators in the areas of infectious disease, mental health, and neurosciences. NCIRE attracts outstanding researchers because of:

- Our principal investigators' excellent reputations — this annual report features examples in three areas of research;
- Shared support systems, provided in part by NCIRE, which include such advanced facilities as our cell imaging, molecular, and proteomics core laboratories; and
- Three-way synergy with SFVAMC and UCSF that is unique to NCIRE.

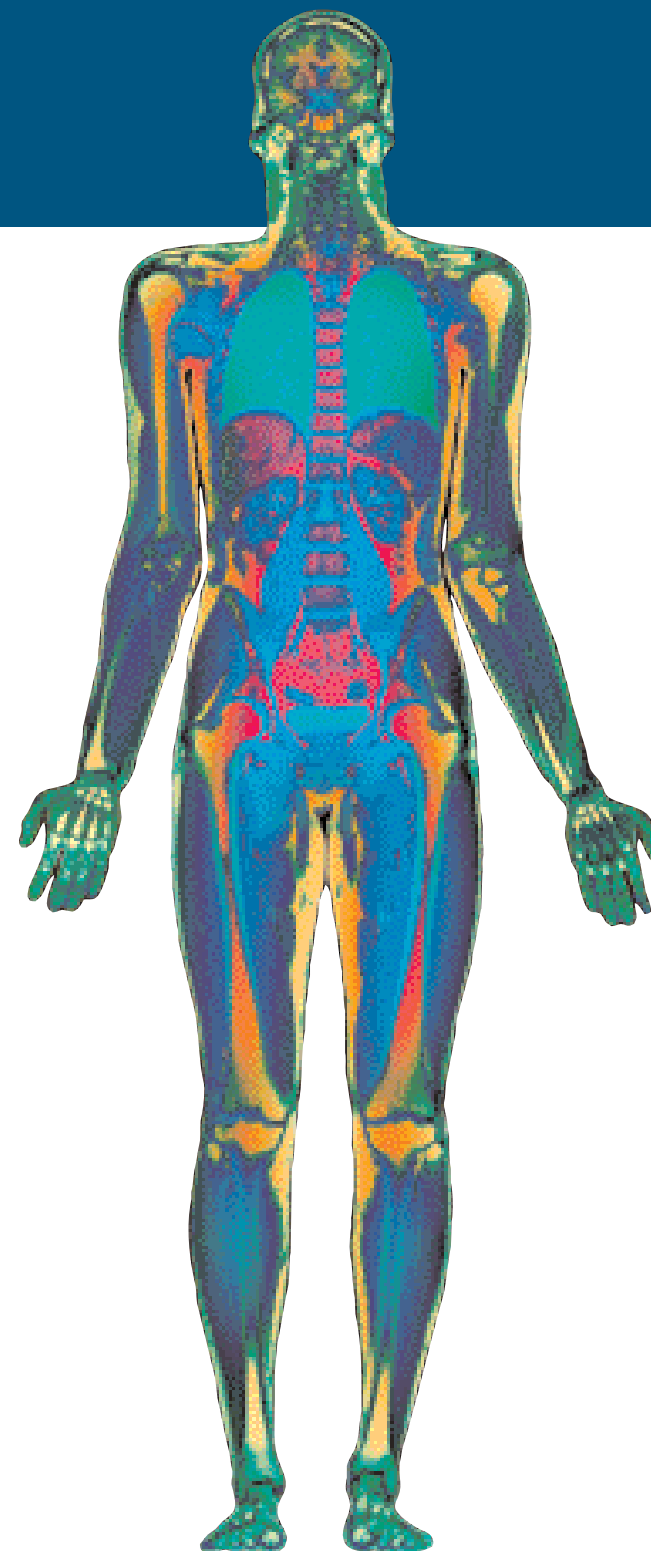
Yet what fundamentally separates NCIRE from other research institutes is our mission to advance the health and well-being of veterans and the public by focusing on the major health issues facing Americans today. To name only a few: cardiovascular disease, cancer, mental health, and neurodegenerative disorders. They include the afflictions of the three veterans whose stories are told in the following pages, whose health care is likely to benefit, or has already benefited, from NCIRE research.

On behalf of the Board of Directors, I want to welcome a new Board member, Alan Stanford of Oakville, California, a financial manager and consultant with more than 40 years of experience, who is already proving to be a benefit to our institute.

Despite our success, NCIRE faces challenges. One of these is meeting the federal government's increasingly complex compliance regulations, especially in the areas of human studies, animal research, and biosafety. NCIRE has responded by supplying additional compliance officers to address these issues on behalf of individual researchers, who on their own would be unable to cope with growing regulatory complexity.

Our greatest challenge is the fact that current research space is crowded and antiquated; additional modern facilities are needed urgently. To permit the growth of our robust enterprise, NCIRE is committed to identifying and building new research space in the near and long term.

H. Jeffrey Lawrence, MD
Chairman of the Board



Vincent Hamilton enlisted in the Air Force in 1968 after graduating from high school in Boston. He attended the Defense Language Institute in Washington, D.C., to learn Vietnamese as a translator.



There Hamilton first experienced painful blisters on his neck, chest, and back — symptoms of Hailey-Hailey disease. An inherited disease that doesn't always show a family history, Hailey-Hailey results when the skin's barrier cells fail to adhere.

After military service, Hamilton attended the University of Massachusetts on the GI bill. Education and talent combined to make him a skilled jeweler; in 1980 he moved to California and opened a jewelry store in Mill Valley.

His skin condition grew steadily worse. One day his doctor at SFVAMC said, "Vince, I've done everything I can. Would you be willing to participate in a study being conducted by my colleagues?"

Hamilton agreed and contributed numerous skin biopsies and blood samples to the study, conducted by UCSF's Ervin Epstein. Epstein and NCIRE's Theodora Mauro pinpointed a mutated gene on chromosome 3, causing a defect in a cellular calcium-pump protein.

Hamilton's relationship with SFVAMC physicians and researchers helped identify the gene that causes Hailey-Hailey and how it probably works, bringing the hoped-for cure that much closer.

Skin is the body's largest organ, everywhere in contact with the environment, our shield against scrapes and impacts, our way of touching the world. As a barrier against permeability, skin keeps us from drying out like mummies; it defends us against excess oxygen, unfriendly microbes and antigens, toxic chemicals, ultraviolet light, and too much heat.

skin is more than skin deep



Drs. Kenneth Feingold and Walter Holleran review microscopic images of the epidermal barrier

©Stephen Woodward, Lake Del Valle State Recreation Area



CALIFORNIA
STATE PARKS
FOUNDATION

2008
ANNUAL
REPORT



Your Voice for **Parks**

Our Mission

©Vincent James, *Mount Diablo State Park*, vincentjamesphoto.com

With our 100,000 members, the California State Parks Foundation (CSPF) is the only statewide independent nonprofit membership organization dedicated to protecting, enhancing and advocating for California's magnificent state parks. Since 1969, CSPF has raised more than \$150 million to benefit state parks. CSPF is committed to improving the quality of life for all Californians by expanding access to the natural beauty, rich culture and history, and recreational and educational opportunities offered by California's 279 state parks—the largest state park system in the United States.



L to R: ©Steve Sieren, Chumash Painted Cave SHP, sieren.smugmug.com (2008 Photo Contest Finalist); ©Gary Philbin, Auburn SRA; ©Stephen Woodward, Asilomar State Beach, 2008 Photo Contest Grand Prize Winner.

Grants & Programs

CAPACITY BUILDING AND FUNDING PARK PROGRAMS

Key areas of CSPF grant making and funding supported capacity building efforts of numerous nonprofit organizations that provide critical funding, volunteers, educational programs and support for individual park units. Endowed funds, like the Ranger Lane Volunteer Enhancement Fund, Parks Education Legacy Fund, and Trione Trails Fund, also have allowed us to make grants in support of these program areas.

Bay Youth for the Environment

Now in its 5th year, Bay Youth for the Environment (BYE) employs local youth from Bayview Hunter's Point community in a science-based, after-school work program at Candlestick Point State Recreation Area (CPSRA). The youth are supplying up to 10,000 native plants needed for the Candlestick/ Yosemite Slough Wetlands Restoration project, and are learning wetlands ecosystem ecology while they promote community stewardship and voluntarism. BYE interns played an important advocacy role in early 2008 when Governor Schwarzenegger threatened to close 48 state parks, including CPSRA, to help trim state budget costs. Youth interns joined other local activists in opposition to the budget cuts and helped persuade law makers to keep their park open. Grants from the California Coastal Conservancy, the Walter & Elise Haas Fund, the S.D. Bechtel Jr. Foundation and, and Adobe Foundation provide support for this program.

Outdoor Youth Connection

Underserved youth ages 13-18 in Oakland, San Francisco, Sacramento, Fresno, Stockton and Bakersfield enjoy outdoor recreation and learn to organize and lead adventure outings and peer camping through Outdoor Youth Connection (OYC). In 2008, youth participated in weekend overnight trips to Mt. Diablo State Park and Calaveras Big Trees State Park. The partnership, including California State Parks, CSPF and San Francisco State's Pacific Leadership Institute, is funded by a grant from the Pacific Forest and Watershed Lands Stewardship Council. Participating youth are identified through the cities, their park and recreation departments and community based organizations.

OYC serves between 60 to 80 percent ethnic minority groups such as Latinos, African Americans, Asian Americans and Pacific Islanders. The target participants are youth between the ages of 13 to 18 primarily from low-income and underserved communities in Stockton, Sacramento, San Francisco, Oakland, Fresno and Bakersfield. This year OYC will expand service to Richmond, San Jose, and Los Angeles. OYC seeks to encourage these communities to overcome many of these challenges by working in partnership with public and private social service organizations, who are dedicated to improving the conditions that exist within their respective communities. The ultimate goal of OYC is for youth to learn how to use the outdoors as a tool to improve their health and their community's overall well being.

FamCamp®

FamCamp® help builds family bonds and breaks down social and financial barriers for low-income urban families by providing a guided weekend group camping trip that includes all necessary camping equipment, group activities, leadership and training skills. For many of these families, this is their first time camping and experiencing the natural beauty and solitude of our state parks. Currently, State Parks operates 15 mobile FamCamp® equipment trailers at selected state parks throughout California. More than 1,900 children and adults have an opportunity to participate in the program annually. At its core, FamCamp® provides people from underserved communities access to outdoor recreation and the first-hand experiences in the natural world. The program provides environmental education and volunteerism opportunities for people from urban areas. It promotes education in stewardship of natural resources and wild lands to a very diverse group of participants.

Junior Rangers & Junior Lifeguards

We continued our support of Junior Rangers & Junior Lifeguards, California State Parks' largest and longest-running youth education programs, offered free of charge at more than 70 state parks. Junior Rangers teaches stewardship of park resources and makes a tangible connection between park resource issues and global concerns. The Junior Lifeguard Programs teaches young park visitors about water safety and aquatic natural history. This program was partially underwritten by a grant from the T.J. Long Foundation.

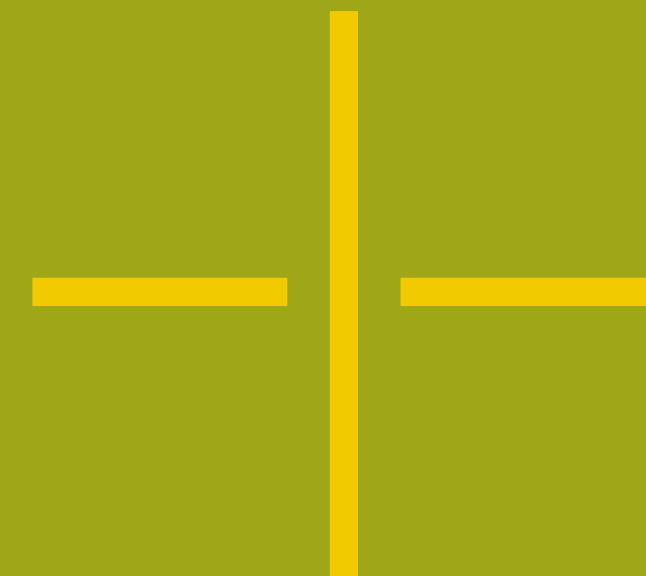
Earth Day

Since 1998, as part of the Earth Day Restoration and Cleanup program, CSPF has granted more than \$1,000,000 to fund environmental improvements at parks statewide. With the generous contributions of our sponsors and the hard work of thousands of volunteers, we have built bridges, split rail fences and boardwalks; conducted lake, river, beach and underwater cleanups; restored habitats with native plants; installed recycling bins and irrigation systems. The accomplishments are varied, and many, and will be enjoyed by generations to come. We are indebted to program sponsors PG&E, Edison, Oracle, Supervalu, Chevron and Virgin America for their financial and volunteer support that were an integral part of last year's success.



L to R: Angel Island State Park, ©Jeff Sullivan, Morro Bay State Park, jeffsullivan.smugmug.com
Full page: ©Outdoor Youth Connection

We have two bottom lines.



RUBICON PROGRAMS INC



"One of the
25 groups that are
changing the world."
—Fast Company Magazine –
2004, 2005



Outstanding Social
Entrepreneur, 2002
—The Schwab
Foundation for Social
Entrepreneurship



People walk in our doors for three reasons. They need a job. They need a decent place to live. They need help overcoming an addiction or living with mental illness.

We can help them if they'll help themselves.

We expect the people we serve to become more resourceful and self-sufficient. *Can we expect any less of ourselves?*

At Rubicon, we've been working to become more self-sustaining for decades. And in the process of learning how to run successful social enterprises, we've become more effective in delivering on our social mission.

We're proud to have been recognized by *Fast Company Magazine*, The Schwab Foundation, *The Today Show* and others as a leader in social entrepreneurship.

But what truly inspires us is the courage, determination and hard work of the thousands of men and women we've been privileged to serve over the years. We welcome the opportunity to share the Rubicon model so that others may flourish as they have.

Our strategic plan calls for us to share our success with more people and more communities in the years to come.

We invite you to join us in making this happen.

Rick Aubry, Ph.D.
Executive Director
Rubicon Programs Inc.

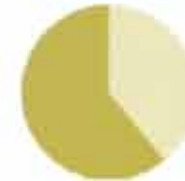
What happens when you use business methods to solve social problems?

The world becomes a better place.

Wasted lives become productive lives. Families can break out of intergenerational cycles of poverty. Neglected neighborhoods begin to reverse their downward spiral. Opportunities develop where there were none. We've seen it happen.

We first opened our doors in 1973 to help people with mental illness return to the community after state hospitals closed. Five years later, we started our first social enterprise - a retail plant nursery that employed the people we serve as well as helped fund our programs.

Profit.



We're social capitalists.

Rubicon is not your typical nonprofit. We fund over 60% of our \$14 million budget from revenues generated by our enterprises, fees from services and rents.

Nonprofit.



We're social catalysts.

Each year, Rubicon helps over 3,000 people in the Bay Area - most of whom are homeless or living in poverty - get jobs, housing and the skills they need to create better lives for themselves.

Today, Rubicon provides a portfolio of services that help thousands of people who are homeless, addicted, disabled or living in poverty turn their lives around. We continue to fund a large portion of our budget from businesses that create careers for the people we serve.

From our roots in a Richmond storefront, we have grown to help thousands of people throughout the San Francisco Bay Area create lasting change. With the help of strategic partners, we look forward to bringing Rubicon to communities nationwide.

We help people and communities build assets that will help them achieve greater independence.

Rubicon has touched the lives of over 35,000 people since we opened our doors. Last year, we helped:

- + 400 people find housing
- + 350 people find jobs
- + 730 people train for jobs and careers
- + 770 people with severe mental illness live more stable lives
- + 220 non-custodial fathers reconnect with their children
- + 330 very low-income people manage their finances

Data as of June 30, 2004



"Rubicon provides innovative services that help disadvantaged people in our community lead more successful lives. We welcome the opportunity to support their work."
— Sharon Craig-Carter
Community Affairs Manager
Chevron Richmond Refinery



Rubicon is "one of the Googles, Amazons, and Microsofts of the social sector."
Fast Company – 2005

Back in the driver's seat.

Weekdays, you'll find MUNI's Operator of the Month Carmelita Goff happily ferrying people across San Francisco in her 60-foot double bus. Carmelita's also a trusted MUNI line trainer, as well as a mom with a daughter at home and a daughter at college.

Life wasn't always this good. In October 2000, Carmelita was homeless and penniless. Her boyfriend had just left her, and she was living at a homeless shelter. While there, she heard about Rubicon.

"Rubicon helped when no one else was willing to gamble on me," she says.

We helped Carmelita find housing. She took our job skills classes, and we also taught her how to budget wisely. Carmelita worked hard and never gave up – even when the going was the toughest.

Her efforts have paid off beautifully.

"All I needed was someone to point me in the right direction. I took care of myself," she says. "I refer a lot of people to Rubicon. But only if they're ready to take responsibility for their lives."



**We'll keep your assets
growing beautifully.**

+ **Crescent Drive at Downtown Pleasant Hill.** Rubicon keeps the heart of Downtown Pleasant Hill—a unique 22-acre retail shopping mall and municipal center—inviting and beautiful every day of the year. We maintain the property's lawns, flowerbeds, trees and shrubbery, as well as its fountains and complex irrigation and drainage systems.

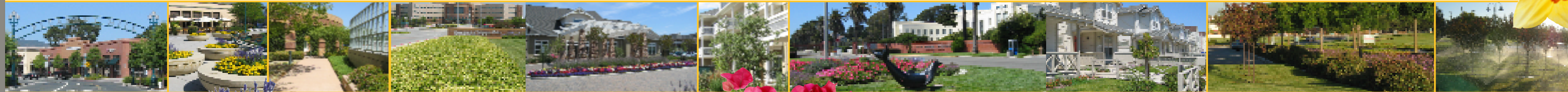
+ **Veteran's Affairs Health Care System.** Every day for the past decade, we've kept the landscape colorful and healthy at two large VA campuses—Palo Alto and Menlo Park—caring for 130 acres of turf, ornamental planting and hardscape. We take pride in creating an uplifting natural environment for VA patients and their families.

+ **Worldmark by Trendwest.** We constructed the landscape for this beautiful resort in the Sonoma wine country—planting over 7,000 trees and shrubs, installing irrigation and drainage systems, preserving heritage oaks and creating a plan for easy, cost-effective maintenance.

+ **Treasure Island.** We've maintained Treasure Island, a 400-acre former naval base in San Francisco, for over 10 years. This thriving neighborhood has housing, athletic fields, walking trails and government offices. Treasure Island is a popular site for filming movies. We keep it green and beautiful—and ready for its closeups—with a full spectrum of landscape services.

+ **Jelani Park.** We provide landscape construction and maintenance services for apartment and housing complexes all over the Bay Area. We installed the landscapes at Jelani Park—a row of charming houses in Richmond—to help beautify and improve the community.

+ Rubicon's expertise has produced real savings for us. They beautifully tailored our landscape to fit the specific needs of our property and our budget. —Marcia Brown, Property Manager Rumford Plaza Apartments Berkeley, CA



What Rubicon Landscape Services can do for you.



+ I was looking for an exceptional landscape company. That's what I got with Rubicon. Then I found out about the incredible community service their work supports. It's added a whole new level of value and meaning to our relationship. —Michelle Kaus, General Manager Crescent Drive at Downtown Pleasant Hill Developers Diversified Realty Pleasant Hill, CA

Our job is to make you look good.

To do that, we learn everything there is to know about your company and your property. We walk your property and work with you to identify your goals—both aesthetic and fiscal.

Then we roll up our sleeves and custom tailor a landscape management plan that meets those goals. And we put all of the latest horticultural practices to work for you.

We've got the depth and breadth of experience to handle any task.

For over 20 years, we've provided exceptional service on a wide range of properties—from large corporate campuses to office parks to retail shopping centers to apartment complexes—all over the Bay Area.



We keep your property in premium condition.

All of us—down to our newest crew member—are perfectionists when it comes to your property.

We love what we do. And we take pride in our work.

Quality control is built into everything we do. Our crews are trained to be proactive—to notice and fix even little things. Often those little things make a big difference.

Our supervisors are at your property on a regular basis. They're there while our crew is working. And they visit at other times to do follow-up quality checks.

We help you use resources wisely.

By thinking creatively and planning wisely, we can help you get optimal results and optimal savings.

We design ways to keep your landscape fresh and beautiful using less water, energy, fertilizer and chemicals. This, in turn, keeps your bottom line healthier—helping you easily meet your projected budgets.

We build a working partnership with you right from the start. Our goal is to help you achieve your goals—now and in the future.



We are concerned about the environment.

That is why we select the best landscape management practices to help protect people, wildlife and the environment.

We recycle all our green waste into a mulching product, we encourage natural contour pruning, and we equip all our mowers for grass cycling. We also use integrated pest management to reduce weeds, pests and pesticide usage.

And we make managing your irrigation a priority because water is a precious and costly commodity.

+ I can depend on Rubicon and its staff to address special areas of concern and know that it will be done by professionals who take pride in their work. —Beverly Blakeney, Contract Manager Richmond Laboratory Campus California Department of Health Services

We prevent problems. (Or fix them immediately.)

We avoid problems through our solution-oriented planning and our focus on quality control.

But even with careful planning, things happen. Irrigation systems get damaged. Drought. Storms down trees. We fix any problem as fast as we're only a phone call away in an emergency, 24/7.

We even employ a landscape safety director who visits your site regularly to make sure our landscape safety monitors our work. Those who are certified in landscape safety are following best practices.

We keep your bottom line greener.

Our quality and customer service are second to none. We do whatever it takes to keep your landscape looking beautiful year round. But that's not all. By working smarter behind the scenes, we make your bottom line more

+ I would rate Rubicon as one of the best landscaping businesses in the Bay Area. —John Stewart, Chairman The John Stewart Company San Francisco, CA The third largest manager of multifamily housing in California.



We cultivate your image and your bottom line.

Your landscape is the face your business presents to the public.

It evokes a mood and makes a statement—using shape and color, foliage and flowers, water and stone to welcome visitors. It can impress clients and competitors. Delight tenants. And inspire employees.

Call us at 1-800-644-0770 for a free consultation.

We maximize your return.

At Rubicon, we know how much you have invested in your landscaping and your image. Our goal is to maximize your return on that investment.

How do we do this?

We focus on your big picture—helping you achieve your goals in the most cost-effective way. We think outside the box and anticipate problems. We sweat the details. And we provide fast, excellent service.

We put art and science to work for you.

Landscape maintenance is both an art and a science. A beautiful landscape requires the skillful combination of horticultural practices and engineering to stay beautiful.

Rubicon stays on top of all the developments in our field— aesthetic and scientific.

We're especially excited about new sustainable landscape practices. And we're eager to put our artistry and our technical expertise to work for you.




Wondrous Tree

CHANNTICLEER

JOSEPH H. JENNINGS, MUSIC DIRECTOR

AN ORCHESTRA OF VOICES



08-09 BAY AREA SEASON

Wondrous Free

The season opener celebrates the 250th anniversary of the first American song, "My Days Have Been So Wondrous Free," penned by Francis Hopkinson in 1759. Chanticleer lends its signature sound to a wide-ranging exploration of song in America. Highlights from the program include works by William Billings, Juan de Lianas, Juan Gutierrez de Padilla, Paul Chihara, Samuel Barber, and a newly commissioned work by David Conte.

BERKELEY

First Congregational Church
2345 Channing Way
Thursday, September 25, 2008 † 8PM

SAN FRANCISCO

SF Conservatory of Music
50 Oak Street
Friday, September 26, 2008 † 8PM
Saturday, September 27, 2008 † 8PM
Sunday, September 28, 2008 † 5PM

SANTA CLARA

Mission Santa Clara
Santa Clara University
Wednesday, October 1, 2008 † 8PM

SACRAMENTO

St. Francis Church
1066 26th St
Sunday, October 19, 2008 † 5PM

SAN LUIS OBISPO

Mission San Luis Obispo
751 Palm Street
Wednesday, February 18, 2009 † 8PM

PETALUMA

St. Vincent de Paul Church
35 Liberty Street
Tuesday, June 9, 2009 † 8PM

COMPOSERS | OUR AGE

We've invited three brilliant young composers our age (Chanticleer just turned 30) to express themselves through our orchestra of voices. Mason Bates has chosen *Fishermen of Men* as his text, while Shawn Crouch will intersperse poems by anti-war poet and former soldier Brian Turner with verses by the 12th century Sufi poet Rumi. Catch these rising compositional stars!

BERKELEY

First Congregational Church
2345 Channing Way
Tuesday, March 17, 2009 † 8PM

SANTA CLARA

Mission Santa Clara
Santa Clara University
Wednesday, March 18, 2009 † 8PM

SAN FRANCISCO

SF Conservatory of Music
50 Oak Street
Friday, March 20, 2009 † 8PM
Saturday, March 21, 2009 † 8PM
Sunday, March 22, 2009 † 5PM

THANK YOU

Chanticleer is the recipient of government, foundation and corporate grants and corporate matching gifts.

The 2008-09 season is made possible, in part, by grants from: The Wallace Alexander Gerbode Foundation, The Ann & Gordon Getty Foundation, Grants for the Arts/San Francisco Hotel Tax Fund, The Walter & Elise Haas Fund, The William & Flora Hewlett Foundation, The James Irvine Foundation, The Bernard Osher Foundation, The Bob Ross Foundation, The San Francisco Foundation, The Wallis Foundation, and the National Endowment for the Arts.



Chanticleer's 2008-09 corporate partners are: Adobe Systems, Inc., Bank of America, Becton Dickinson, Chevron, Federated Department Stores, GlaxoSmithKline, Google, IBM International, PepsiCo, Inc., Pfizer, PG&E, Charles Schwab, Sun Microsystems, Union Bank of California, Washington Mutual, and Wells Fargo Bank.

Chanticleer relies on generous contributions from our subscribers. Please indicate your interest in receiving more information about Chanticleer Membership Benefits on the Order Form.

THE DIVINE ORLANDO

Chanticleer was founded to explore the beautiful and complex vocal music of the Renaissance. Perhaps the greatest composer of the period was Orlando di Lasso, known as "The Divine." So respected was he that over 2000 of his works survive to this day. Chanticleer will perform his magnificent *Missa tous les regrets* and two *Penitential Psalms of David*.

SAN FRANCISCO

Mission Dolores
3321 16th Street
Sunday, June 7, 2009 † 8PM
Saturday, June 13, 2009 † 8PM

BERKELEY

First Congregational Church
2345 Channing Way
Thursday, June 11, 2009 † 8PM

SAN JOSE

St. Joseph's Cathedral Basilica
80 South Market Street
Friday, June 12, 2009 † 8PM

SACRAMENTO

St. Francis Church
1066 26th St
Sunday, June 14, 2009 † 5PM

YOUR SEASON CALENDAR

| | SUN | MON | TUE | WED | THU | FRI | SAT |
|-------------|--|---------------------|----------------------------------|------------------------------|------------------|----------------------------------|--|
| SEPT | | | | Wondrous Free | | | |
| | | 28 San Francisco | | | 25 Berkeley | 26 San Francisco | 27 San Francisco |
| OCT | | | | Wondrous Free | | | |
| | | 19 Sacramento | | | 1 Santa Clara | | |
| DEC | | | | Chanticleer Christmas | | | |
| | 14 Davis | 15 Santa Clara | 16 Carmel | 17 | 18 | 12 Berkeley 19 Petaluma | 13 San Francisco 20 San Francisco |
| FEB | | | | Wondrous Free | | | |
| | | | | 18 San Luis Obispo | | | |
| MAR | | | | Composers / Our Age | | | |
| | 22 San Francisco | | 17 Berkeley | 18 Santa Clara | 19 | 20 San Francisco | 21 San Francisco |
| JUN | | | | Divine Orlando | | | |
| | 7 San Francisco 14 Sacramento | 8 | 9 Petaluma (Wondrous Free) | 10 | 11 Berkeley | 12 San Jose | 13 San Francisco |

Brazosport, Texas

Youth Choral Festival

On stage at Vienna's Musikverein

Rehearsal at Metropolitan Museum, Temple of Dendur

Concert, Youth Choral Festival, Darien, CT

Youth Choral Festival

Rehearsal for Chen Yi premiere

Clinic with high school students

Rehearsal at Luxembourg's Philharmonie

