



Society Operations Manual

February 2012

Also available at www.barbershop.org

Barbershop Harmony Society

Purpose

- Perpetuates and celebrates harmony in the barbershop style
- Promotes fellowship and friendship among men of good will
- Provides the opportunity to experience the joy of four-part a cappella singing
- Introduces and sustains music in the lives of people everywhere

Mission

- The Barbershop Harmony Society brings men together in harmony and fellowship to enrich lives through singing

Vision

- To be the premier membership organization for men who love to sing.

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ACRONYMS

ACDA	American Choral Directors Association	MENC	Music Educators National Conference (aka NAME: National Association of Music Educators)
AHSOW	Ancient and Harmonious Society of Woodshedders		
AIC	Association of International Champions (quartets)	NED	Northeastern District
AISQC	Association of International Seniors Quartets Champions	NSC	Carolinas District
ASCAP	American Society of Composers, Authors and Publishers	ONT	Ontario District
BMAL	Board Member-At-Large	OT	Operations Team
BMI	Broadcast Music, Inc.	PIO	Pioneer District
C&J	Contest and Judging	PR	Public Relations
CAPAC	Canadian Association of Publishers, Arrangers and Composers	PROBE	Public Relations Officers and Bulletin Editors
CAR	Cardinal District	RMD	Rocky Mountain District
CDDC	Chorus Director Development Committee	SLD	Seneca Land District
CDWI	Chorus Director Workshop Intensive	SCH	Sing Canada Harmony
CSD	Central States District	SPEBSQSA	Society for the Preservation and Encouragement of Barbershop Quartet Singing in America, Inc. (the Society's legal name)
CSLT	Chapter Support and Leadership Training		
CVP	Chapter Vice President		
DACJC	District Associate Contest and Judging Chairman		
DEVP	District Executive Vice President	SUN	Sunshine District
DIX	Dixie District	SWD	Southwestern District
DRCJ	District Representative for Contest and Judging	YIH	Youth in Harmony
DVP	District Vice President		
DVP-CDD	District Vice President for Chorus Director Development		
DVP-CSLT	District Vice President for Chapter Support and Leadership Training		
DVP-CJ	District Vice President for Contest and Judging		
DVP-MP	District Vice President for Music and Performance		
DVP-MS	District Vice President for Membership Development Services		
DVP-YIH	District Vice President for Youth In Harmony		
EVG	Evergreen District		
EVP	Executive Vice President		
FWD	Far Western District		
G&B	Governance and Bylaws		
HEP	Harmony Education Program		
HF	Harmony Foundation International		
HOD	House of Delegates		
IPP	Immediate Past President		
IPT	Integrated Product Team		
ILL	Illinois District		
JAD	Johnny Appleseed District		
LOL	Land O'Lakes District		
M-AD	Mid-Atlantic District		

OUTLINE

- **Part 1.0:** contains the scope, objectives and contents of the manual.
- **Part 2.0:** includes an overview of the Society management structure from chapter through district to the Board, including Committee support, along with job descriptions and responsibilities of each. This section includes detailed job description forms that can be used by Nominating Committees to guide their efforts to locate personnel that fit the desired profiles. It is here that officers, Board members and/or committeemen can find the precise wording of officer and board member profiles plus committee and task force descriptions and responsibilities, with references, as necessary, to the governing documents.
- **Part 3.0:** contains summary job descriptions of all elements of the Society management structure from the chapter to Society Headquarters staff and group level, with reference, as applicable, to duties and responsibilities found in Part 2. It also contains reference to governing documents, general guidelines for committee work, including preparation of work plans, budgets and reports, as well as key Society staff descriptions and responsibilities. This manual is an operational document, not a governance document. An attempt has been made to remove all governance material. This manual is reference material only, descriptive; not directive.

1.0 INTRODUCTION

1.1 Scope

This *Society Operations Manual* identifies the functions of the chapter, district and Society Headquarters as of March 2010. It also identifies management structures not included in the *Society's Rules and Regulations Handbook*, and describes not only their operations, but also those of structures defined in the *Handbook* but not operationally detailed therein.

1.2 Objective

The primary objective of this document is to provide a reference that will serve as a guide to members, chapters, and districts, and to facilitate effective management structure and communication.

A secondary objective is to assure that the accuracy and usefulness of this "living" document will be maintained and updated each fall or as needed by the executive director/CEO.

1.3 Contents

The *Society Operations Manual* contains three parts, each of which provides operational guidelines to enable Society managers and administrators to function more effectively. The manual also contains descriptions and responsibilities of functional units, officers, committees, and task forces approved by the Board but not detailed in the *Society's Rules and Regulations Handbook*.

2.0 BARBERSHOP HARMONY SOCIETY STRUCTURE

2.1 Overall

Figure 2-1 illustrates the chapter support mechanisms currently in effect. Shown at the top are the minimum number of chapter officers, per the Society standard chapter bylaws; president, secretary, treasurer, chapter development vice president, and the music and performance vice president, and marketing and public relations officer (optional for chapters with 25 or fewer members). Also shown is the IPP who, along with the officers, is on the chapter's board of directors. Other chapter vice presidents may be added as needed.

The next line shows the district's officers, which typically include the eight vice presidents shown. While the vice president complement of each district is not required to be any more than deemed necessary to carry on the business of the district, each district is responsible for having a particular person (whatever his title) to carry out the responsibilities in each of the eight functional areas corresponding to the eight functional Society Committees – chapter support and leadership training, chorus director development, contest and judging, events, marketing and public relations, membership development, music and performance and Youth In Harmony. Each chapter's chapter development vice president and marketing and public affairs officer will draw mainly on the support of the three district officers shown below them and their three corresponding Society Committees. The music and performance vice president will draw mainly on the support of the four district officers shown below him and their four corresponding Society Committees. Other Society Committees are shown on the bottom of the chart, with the lower six Committees at the right and the C&J Committee being those involved with Society policy and preservation of assets.

Shown below each of the eight district officers and their support Committees are the Society staff functions that will focus their main attention on those eight activities.

At the bottom of the chart is depicted the Society Board, which consists of the president, IPP, executive vice president, treasurer, secretary/CEO (with voice but without vote), at-large directors, and the President/CEO of Harmony Foundation, Inc. (with voice but without vote). Supporting the Board is an Operations Team chaired by the executive director and consisting of two district presidents, Society functional Committee chairs and their staff liaisons, that is responsible for creating and carrying out operational plans that further the long-term strategic goals of the Board.

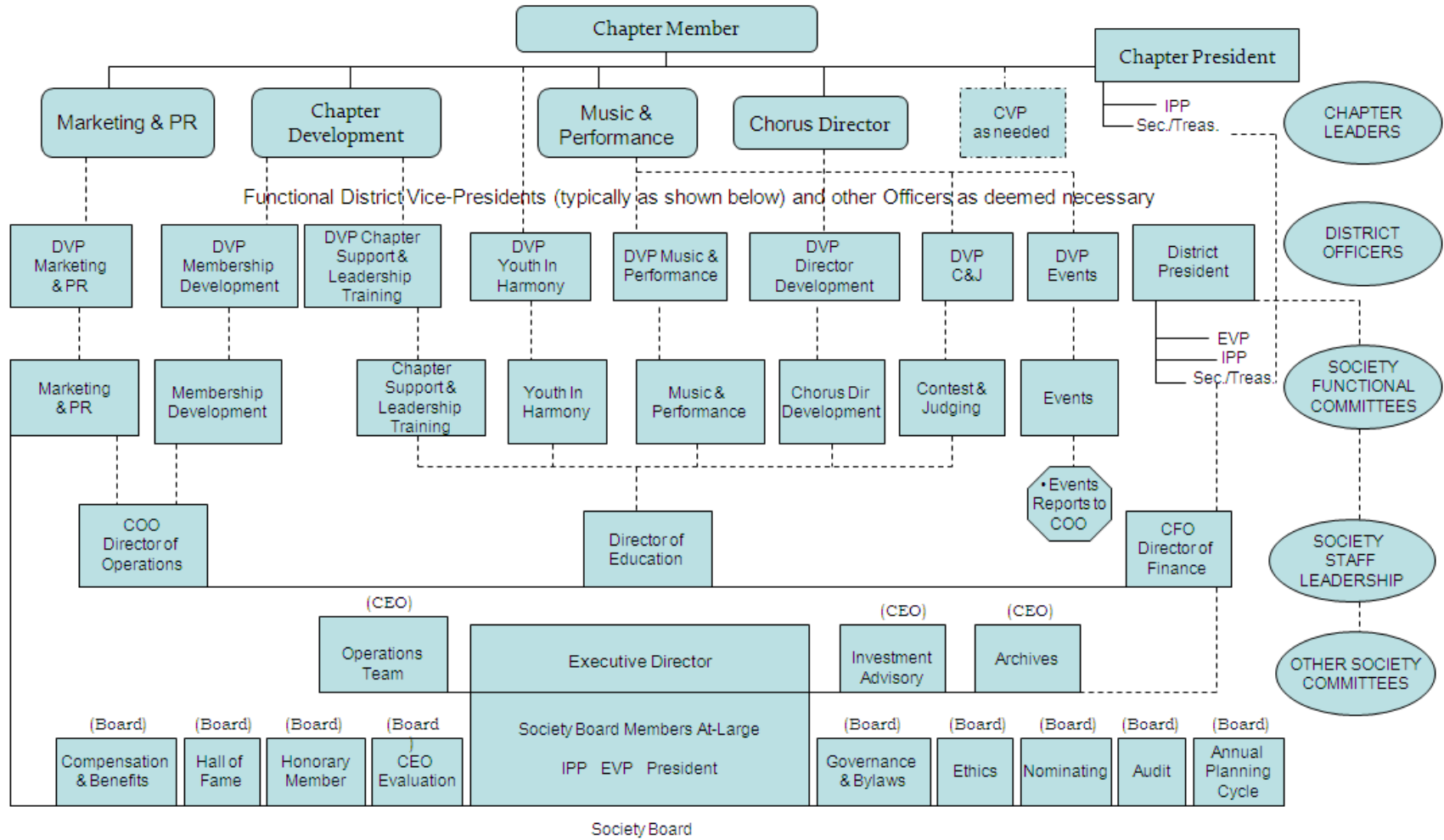
2.2 Member Level

The most important level of Society operations is that of the member. The individual members are the heart and backbone of the Society. Members are generally found in chapters ranging in size from 12 to more than 200 members. Others prefer a "Chapter-at-Large" association; hence, they become members of the Frank H. Throne chapter. These latter members have all privilege of local chapter members, including singing in registered quartets and receiving Society and district publications.

Membership is offered to any male person of good character and reputation subject to the applicant's agreement to abide by the Society's governing documents and Code of Ethics, and subject to such further and reasonable restrictions as may be adopted by the chapter and incorporated in its bylaws or code of regulations.

A "member" is one who has applied and been accepted under the above requirements and whose chapter, district and Society dues are fully paid and who is not under suspension by his chapter or the Society Board.

**Figure 2-1
Chapter Member Support Mechanisms**



2.3 Chapter Level

The chapter is the basic unit of the Society's organization. Its members form the chapter's singing units. Its officers oversee the musical instruction, chapter events, membership growth and retention, and community service. The chapter is the Society's most visible extension in the community and offers the opportunity for local participation in singing barbershop harmony.

The chapter is also charged with protecting and projecting the Society image to assure that the chapter and the Society will merit respect and acceptance in the community.

The chapter (chartered) can have as few as 12 members and there is no limit to the maximum number. Chapters can be licensed with as few as four members.

The minimum number of officers in smaller chapters is four: a president, a vice president for chapter development, a vice president for music and performance, a treasurer, and a secretary. The latter two may be combined. In chapters over 25 members, a marketing and public relations officer is required, making a for a minimum of five officers. Larger chapters are encouraged to expand their board positions into as many posts as the chapter needs. There is no limit to the number of officers a chapter may have, and chapter presidents are encouraged to establish their chapter's optimum system of governance and direct their Nominating Committees accordingly.

- **2.3.1 Chapter Job Descriptions**

Job descriptions for the following chapter officers and directors are in Attachment A to Part 2.0:

- Chapter president
- Chapter development vice president
- Chapter marketing and public relations officer
- Chapter music and performance vice president
- Chapter secretary
- Chapter treasurer
- Chapter board member(s)-at-large (optional)
- Chapter Harmony Foundation chairman (optional)

- **2.3.2 Chapter Committees**

The Nominating Committee is the only Committee required by the Standard Chapter Bylaws. A brief description of the chapter Nominating Committee is provided in attachment B to Part 2.0. Other Committees that are desired by the chapters can be patterned after the district or Society Committees.

2.4 District Level

The seventeen districts of the Barbershop Harmony Society are listed below:

- 1) Cardinal (CAR)
- 2) Carolinas (NSC)
- 3) Central States (CSD)
- 4) Dixie (DIX)
- 5) Evergreen (EVG)
- 6) Far Western (FWD)
- 7) Illinois (ILL)
- 8) Johnny Appleseed (JAD)
- 9) Land O'Lakes (LOL)
- 10) Mid-Atlantic (MAD)
- 11) Northeastern (NED)
- 12) Ontario (ONT)

- 13) Pioneer (PIO)
- 14) Rocky Mountain (RMD)
- 15) Seneca Land (SLD)
- 16) Southwestern (SWD)
- 17) Sunshine (SUN)

Society districts are expected to submit names to the Society Nominating Committee for consideration as a candidate for election to the Society Board of Directors. Society Board members are not representatives of a geographic area, nor are they representatives of their own districts. They are expected to vote with the welfare of the entire Society in mind.

- **2.4.1 District Officers**

- President
- Executive Vice President
- Immediate past president (serves until new president is elected)
- VP for chorus director development
- VP for chapter support and leadership training
- VP for contest and judging
- VP for events
- VP for marketing and public relations
- VP for membership development
- VP for music and performance
- VP for Youth in Harmony
- Treasurer
- Secretary

These district officers are selected by the respective Nominating Committees and elected by their District HOD . Training and development of the district vice presidents will be ongoing and the responsibility of the district and of their respective Society Committee. If no district officer is responsible for one or more of the eight functional areas corresponding to the eight functional Society Committees, another individual shall be designated as responsible for carrying out responsibilities in the area(s).

- **2.4.2 District Committees and Other Positions**

The Ethics Committee and Nominating Committee are the district committees identified in the Standard District Bylaws. The description of the Ethics and Nominating Committees are provided in Attachment D to Part 2.0 and Section 3.2.3.

Section 3.2 contains summaries of district officers' responsibilities, as well as that of the district Harmony Foundation chairman, plus district governance documents and communications procedures.

2.5 Society Level

- **2.5.1 Society Officers and Directors**

The Society Board of Directors consists of:

- 5 officers
 - President (elected for a one-year, renewable term)
 - Immediate past president (serves until new president is elected)
 - Executive vice president (elected for a one-year, renewable term; encouraged to serve for two years where appropriate)
 - Treasurer (elected for a one-year, renewable term; encouraged to serve for multiple terms where appropriate)

- Executive director (non-voting secretary of the Board; selected by the Board for an indefinite term)
- 9 additional elected directors-at-large
 - The CEO/President of Harmony Foundation is also a Board member with voice, but without vote

- **2.5.2 Society Committees**

The Board has established nineteen Society Committees. The responsibilities of the following ten are contained in the Society's Bylaws:

- Annual Planning Cycle Audit
- CEO Evaluation
- Compensation and Benefits
- Contest and Judging
- Ethics
- Governance and Bylaws
- Hall of Fame
- Honorary Membership
- Nominating

The responsibilities of the remaining Committees are set forth in the charges they receive annually from the Board through Society president/executive director. The remaining eleven are:

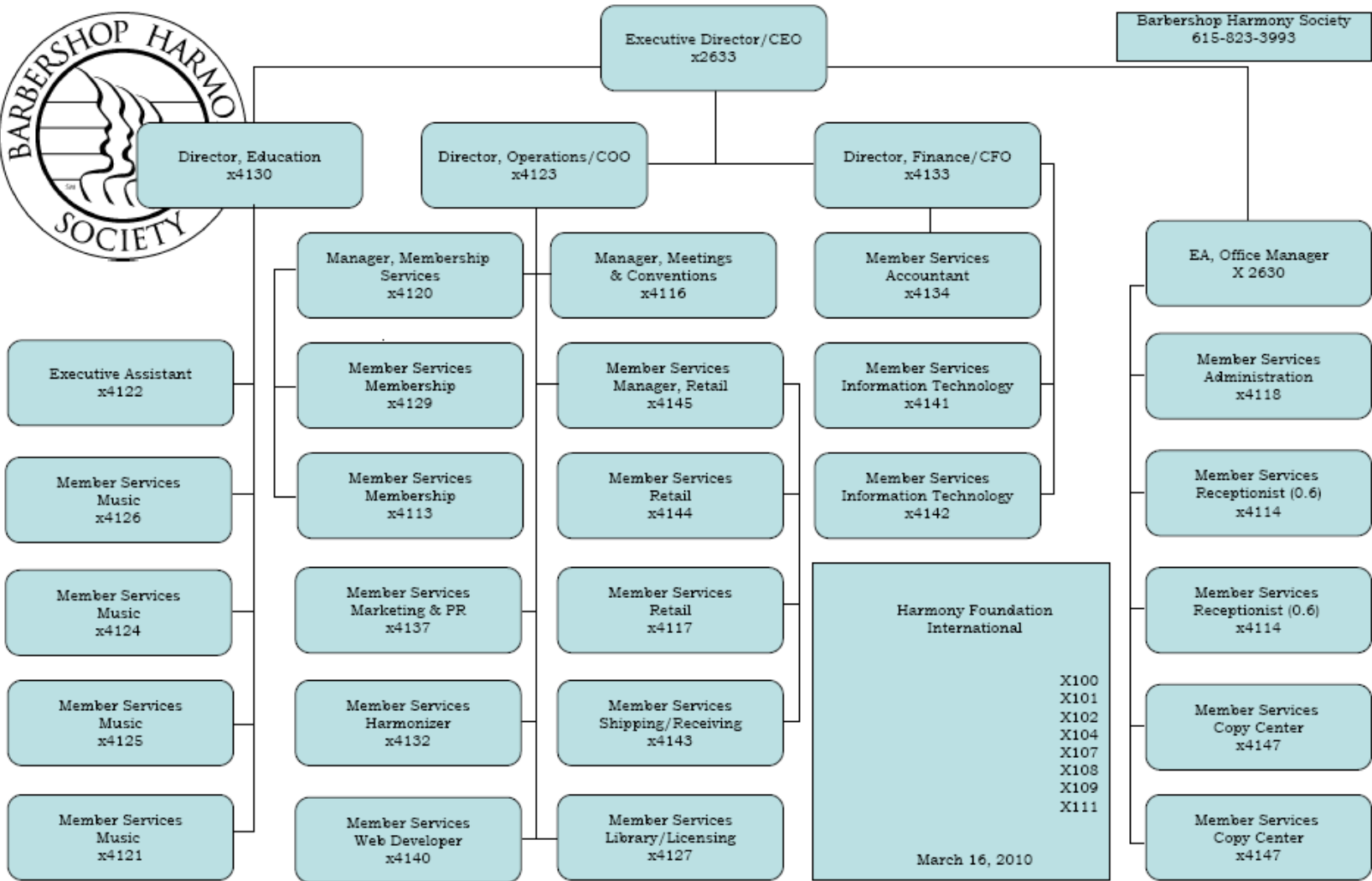
- Archives
- Chapter Support and Leadership Training
- Chorus Director Development
- Events
- Investment Advisory
- Marketing and Public Relations
- Membership Development
- Music and Performance
- Youth In Harmony

- **2.5.3 Other Committees**

Other committees and task forces may be created by the Board from time to time in accordance with the Society bylaws and the *Rules and Regulations Manual*.

- **2.5.4 Society Staff**

Society headquarters in Nashville, Tennessee is staffed with professionals in a number of disciplines. The Society executive director is charged with all aspects of staff administration, and is the chief executive officer of the Society.



**Part A: Chapter Officer and Director(s)
Job Descriptions**

Chapter President Job Description

Creation Authority: Standard Chapter Bylaws
Reference: 3.1.2.1.1

Elected: Chapter Election
Term: 1-year, renewable

Desired background/capability:

- Organizational skills: Yes
- People skills: Desired
- Society tenure: 4 years minimum
- Previous office(s): Chapter offices (minimum one)
- Other: Demonstrated leadership skills

Duties:

- Head the chapter’s leadership team, plan and chair all chapter board meetings
- Direct the establishment of the chapter’s mission statement, and supporting goals and objectives, and ensure consistency with Society objectives and purposes
- Be knowledgeable of the ongoing duties and progress of all Board members
- Immediately following chapter elections, appoint all Committee chairs and Committees. The chapter president is automatically a member of all Committees except the Nominating Committee
- Set due dates for the following reports: Nominating Committee report, chapter budget presentation to the Board, any task force reports assigned by the president
- Continually follow up with each Board member to ensure that all projects, goals and initiatives within that officer’s portfolio are being “worked” and will meet the agreed upon deadlines.
- Evaluate the performance of the leadership team and take steps to correct any noted weaknesses
- Assess progress of the chapter’s annual plan and budget progress during the year and revise the plan as necessary, and ensure that all necessary forms are filed and monies correctly disbursed
- Ensure that a weekly program of chapter activities is developed and carried out
- Serve as, or assign, the elected chapter delegate to the District HOD
- Serve as, or appoint, an appropriate liaison to the district’s chapter counselor, providing the district has a chapter counselor program
- Attend scheduled training seminars
- Promptly handle any requests for input made by any District or Society officer

Directly communicates with: chapter board and members, district president, district vice president for chapter support and leadership training.

Mandatory Reports

Type	To	CC	Due
Work plan	Chapter board		Jan. 1, annually
Monthly	Chapter bulletin	Members	Monthly or as required
Annual status	Chapter		Dec., annually
Annual financial review	Society office	District Treasurer	May 15, annually

Chapter Vice President for Chapter Development Job Description

Creation Authority: Standard Chapter Bylaws
Reference: 3.1.2.1.2

Elected: Chapter Election
Term: 1-year, renewable

Desired background/capability:

- Organizational skills: Previously demonstrated
- People skills: Desired
- Society tenure: 1 year minimum
- Other: Demonstrated leadership skills

Duties:

- Oversee new member orientation sessions and member retention efforts
- Work with the district vice presidents of M&PR and member development to learn about Society and district membership programs that might benefit the chapter
- Oversee development and publicizing of a yearly membership recruitment plan
- Prepare and distribute materials about the chapter to the general public at performances and community appearances
- Maintain a mailing list of interested people to invite to recruitment nights
- Follow up on absent or inactive members
- Work with the chapter secretary to follow up on non-renewed members
- Stay current with Society and district publications
- Attend scheduled training seminars

Directly communicates with: chapter board and members as appropriate, district vice presidents for M&PR and membership development, appropriate public media offices.

Mandatory Reports

Type	To	CC	Due
Budget	Chapter Treasurer	Chapter President	Jan. 1, annually
Work plan	Chapter President	Chapter Treasurer, Secretary	Jan. 1, annually
Quarterly status	Chapter members		As required
Annual status	Chapter members		Dec., annually

Chapter Marketing and Public Relations Officer Job Description

Creation Authority: Standard Chapter Bylaws

Elected: More than 25 members in chapter – chapter election under 25 members – appointed by chapter president

Term: 1-year, renewable (Note: if no electee or appointee, the vice president for chapter development will assume responsibility)

Commitment: The commitment of a chapter M&PR officer should be for two years

Definitions:

Marketing is developing, delivering and packaging a message and/or product for sale. Includes marketing research, product planning and improvement, branding, positioning, sales (tickets, paid performances, merchandise), etc.

Public Relations encompasses a variety of marketing activities that strengthen your credibility, enhance your image, and develop goodwill. These are usually targeted at an audience. Public relations involves communicating who you are, what you do, why you do it, and how you make a difference. It includes media relations, community relations, publicity, internal communications, etc.

The two tasks are related, yet widely divergent. For this reason, the chapter may opt to elect/appoint officers for each position.

Desired background/capability:

- Thorough knowledge and deep-rooted passion of the mission and programs of the Society and chapter
- Excellent communication and relationship building skills
- Willing to be held accountable of his performance to the Board
- Ability to think outside the box
- Marketing and/or public relations experience is a plus

Minimum job responsibilities (by position/task – Marketing, PR, or both):

- Develop a M&PR plan to communicate with internal (chapter/district) and external (e.g. the public and media) audiences and promote the chapter and Society (Marketing/PR)
- Agree to submit the chapter M&PR plan to the district marketing and PR VP annually in order for him to effectively understand and help with the chapter marketing & PR goals (Marketing/PR)
- Form and oversee a Committee to assist in carrying out responsibilities; members of this Committee can be from other performing arts organizations or from the chapter's fan base (Marketing/PR)
- Develop promotional material (sales brochures, flyers, etc.) by possibly working with outside vendors such as graphic designers, printers, photographers to make sure all communications reflect the standards and mission of the chapter and Society (Marketing/PR)
- Build and maintain a chapter website (Marketing)
- Responsible for effective communication and promotion of informative chapter activities through regularly distributed bulletins to internal and external audiences (PR)
- Join Public Relations Officers and Bulletin Editors (PROBE) (chapter paid – approximately \$10/yr) (PR)
- Create and distribute press releases to the media (PR)
- Build and maintain relationships between chapter, media, local and regional elected officials, civic and arts organizations, and other Society chapters (PR)
- Attend Leadership Academy and, when possible, other training opportunities (Marketing/PR)

Mandatory Reports

Type	To	CC	Due
Budget	Chapter Treasurer	Chapter president, District M&PR VP	Nov., two months before taking office
Plan	Chapter President	Chapter President, District M&PR VP	Jan., first chapter board meeting
Budget plan/updates	Chapter President	Chapter board	Monthly
Plan updates	District M&PR VP	Chapter board	As needed
Team Relationships			
Membership/inter-chapter activities promotion	Chapter board	Chapter president	Monthly
Musical product	Chapter board	Chapter president	Monthly

Chapter Vice President for Music and Performance Job Description

Creation Authority: Standard Chapter Bylaws
Reference: 3.1.2.1.4

Elected: Chapter Election
Term: 1-year, renewable

Desired background/capability:

- Organizational skills: Previously demonstrated
- People skills: Desired
- Society tenure: 3 years minimum
- Previous office(s): Held at least one chapter office
- Other: Chorus director and/or active quartet experience

Duties:

- With the Board's approval, and after appropriate consultation with a chapter counselor, develop a music leadership team and direct them in planning the yearly chapter music program, including the selection of music appropriate to the members' learning and performance abilities
- Prepare an annual music leadership team budget and material needs
- Oversee the maintenance of chorus records, such as audition records, progress records, etc.
- Plan and supervise in-house training sessions for music team members to ensure uniformity and continuity of teaching
- Obtain the services of outside coaches and performance review specialists
- Maintain an up-to-date copy of the Society's contest rules
- Evaluate, on a regular basis, the goals set by the music leadership team
- Manage the development and implementation of youth outreach activities
- Manage a quartet development program for the chapter
- Attend scheduled training seminars

Directly communicates with: chapter musical director, chapter board, Music and Performance Committee(s) and members as appropriate, district vice presidents for music and performance, chorus director development, C&J, and events.

Mandatory Reports

Type	To	CC	Due
Budget	Chapter treasurer	Chapter president	Jan. 1, annually
Work plan	Chapter president	Chapter treasurer	Jan. 1, annually
Quarterly status	Chapter members		As required
Annual status	Chapter members		Dec., annually

Chapter Secretary Job Description

Creation Authority: Standard Chapter Bylaws
Reference: 3.1.2.1.5

Elected: Chapter Election
Term: 1-year, renewable

Desired background/capability:

- Organizational skills: Yes
- People skills: Desired
- Society tenure: 1 year minimum
- Other: Computer/keyboard literacy

Duties:

- Business manager and purchasing agent for the chapter
- Maintain accurate and up-to-date membership records and report them and any changes to them to the Society office; file new member applications promptly
- Make personal contact with all chapter members three months prior to each member's renewal date encouraging each to renew their membership immediately. Additional follow-up may be required.
- Take minutes of all board meetings
- Maintain chapter legal files; laws and regulations, charter, incorporation documents, bond and insurance certificates, etc.
- Ensure that chapter incorporation is up-to-date within the renewal periods so determined within their home state
- Ensure that all music (arrangements, learning tapes, etc.) is authorized and appropriate royalties and license fees have been paid
- File CJ-20 and verify legality of music to be performed in contest; verify membership of all chapter competitors
- Register chapter members for district schools
- File required forms to register chapter shows (e.g. ASCAP, BMI/SESAC, etc.)
- Attend scheduled training seminars

Directly communicates with: chapter president, chapter board and members, district secretary, Society membership and merchandise offices.

Mandatory Reports

Type	To	CC	Due
Membership changes	Society	District secretary	As they occur
Meeting minutes	President/Board	File	As required

Chapter Treasurer Job Description

Creation Authority: Standard Chapter Bylaws
Reference: 3.1.2.1.6

Elected: Chapter Election
Term: 1-year, renewable

Desired background/capability:

- Organizational skills: Yes
- People skills: Desired
- Society tenure: 1 year minimum
- Other: Previously record and/or bookkeeping; computer/keyboard skills

Duties:

- With input from the president and other officers and Committees, prepare an anticipated income and expense budget for the chapter’s annual operation
- Pay all bills promptly on receipt of billing from the Society office, district or businesses
- Present financial records for review as required by the Society office
- Prepare and file chapter income tax returns as required by federal (US) or provincial (Canada) laws
- Prepare monthly reports of cash receipts and disbursements
- Submit reports to the chapter board at each meeting
- Attend scheduled training seminars

Directly communicates with: chapter board and members, district treasurer, Society director of finance and administration.

Mandatory Reports

Type	To	CC	Due
Budget preparation and status	Chapter president	Chapter board	Ongoing, annually
Financial status	Chapter board	Chapter secretary	Monthly or as required
Financial review	Chapter board	Chapter secretary	Dec., annually
Tax returns	Taxing body	Chapter board, Society	Annually

Chapter Board Member-at-Large Job Description (Optional Position)

Creation Authority: Standard Chapter Bylaws
Reference: 3.1.2.1.7

Elected: Chapter Election
Term: 1-year, renewable

Desired background/capability:

- Organizational skills: Desired
- People skills: Desired, as applies to membership communication
- Society tenure: 1 year minimum
- Other: Desire and willingness to be a member advocate. Interest in holding future office through Committee appointments, such as program Committee or chorus manager (vice president of music and performance), Membership Committee (vice president membership development), etc.

Duties:

- Reflect the membership's needs and desires to the Board
- Be fully knowledgeable of the chapter goals and objectives, to be able to intercede with the membership and Board, as appropriate
- Stay current with pertinent Society and district publications

Directly communicates with: chapter musical director, Board and members

Chapter Harmony Foundation Chairman [U.S.A.] Chapter Sing Canada Harmony Chairman [Canada]¹ Job Description (Optional Position)

Creation Authority: Standard Chapter Bylaws
Reference: 3.1.2.3

Appointed by: Chapter President
Term: 1-year, renewable

Desired background/capability:

- Organizational skills: Yes
- People skills: Yes
- Society tenure: 1 year minimum
- Previous office(s): Not required
- Other: Desire to ensure that the chapter's charitable mission is aligned with those of the Society, Harmony Foundation and Sing Canada Harmony and that these missions are supported by the chapter

Duties:

- With Board approval, set an annual Harmony Foundation [Sing Canada Harmony] fund-raising goal
- Determine methods for chapter fund raising (e.g., portion of show profits, special performances, 50/50 draws, raffles, etc.)
- Encourage individual member donations to Harmony Foundation [Sing Canada Harmony] throughout the year and make sure contributions are sent to the Harmony Foundation [Sing Canada Harmony] office monthly
- Distribute literature and documents sent from Harmony Foundation [Sing Canada Harmony]/Barbershop Harmony Society on charitable missions and related activities to chapter members
- Encourage the chapter, its quartets and members to become members of the President's Council and O.C. Cash Founder's Club
- Encourage charitable donations from chapter quartets and chapter auxiliary
- Coordinate with chapter treasurer so donations are properly sent to Harmony Foundation [Sing Canada Harmony] and yearend reports are completed on time
- Coordinate local charitable activities as Board deems appropriate, emphasizing wherever possible those that support the Society's charitable mission
- Act as a spokesperson for Harmony Foundation [Sing Canada Harmony] to the chapter and community

Directly communicates with: chapter musical director, Board and members

¹ Sing Canada Harmony is the registered charitable arm of the Barbershop Harmony Society in Canada. A Sing Canada Harmony Chairman should be appointed for any Chapter in Canada. To comply with Canada Revenue Agency regulations, this person must be a Canadian citizen.

Part B: Chapter Committee Job Descriptions

Chapter Nominating Committee Job Description

Creation Authority: Standard Chapter Bylaws

Appointed by: Chapter Election

Reference: 3.1.3.1

Composition: three or more chapter members, appointed on or before January 1 of each year

Responsibilities:

- Present a slate of eligible candidates (one for each elective office and directorship) in such manner as prescribed in the Standard Chapter Bylaws Article 7.01
- Include on the slate candidates for the offices of president, secretary, treasurer (unless combined with secretary), vice president for chapter development, vice president for music and performance, and those additional officers and directors desired by the chapter
- Review job descriptions, current or past performance and experience of candidates in the prospective or related duties, leadership qualities and ability to function as a team member

Directly communicates with: chapter president, chapter board and members

Mandatory Reports

Type	To	CC	Due
Verbal	Membership		Annually in Aug.-Sep.
Written	Membership		2 weeks prior to annual meeting for elections

Part C: District Officer Job Descriptions

District President Job Description

Creation Authority: Standard District Bylaws
Reference: 3.2.2.1

Elected: District HOD Election
Term: 1 or 2 years

Desired background/capability:

- Society member for at least five years, and an active member of a chapter in the district other than the Frank H. Thorne Chapter
- Committed to, and possesses an understanding of, the vision and mission of the Society
- Willing to be accountable for the performance of the district board
- Committed to, and possesses a demonstrated ability in, teamwork
- Possesses experience, knowledge, talent, leadership, communication skills, judgment, and expertise that will enable him to be an effective president
- Committed to hands-on responsibility for a management team that is responsible for carrying the Society's programs and policies to the chapters through hands-on contact

Duties:

- Chief executive officer of his district
- Supervise and monitor all administrative functions and activities of the district
- Maintain knowledge of all governing documents
- With the assistance of the district leadership team, establish annual priorities and goals for the district, and be responsible for achieving them
- With the assistance of the district leadership team, develop a district work plan, for which district management team has responsibility, and approve of all financial matters
- Chair all meetings of the Board and HOD
- Appoint Committees as needed to carry on the business of the district immediately following officer elections each year
- Supervise and monitor all work activity and be fully knowledgeable of all functions and their responsibilities
- Attend Society-sponsored training seminars
- Represent their District and participate actively in the District Presidents' Council.
- Remain aware of Society governance issues and discussions, and proactively advise the Society Board of ramifications and possibilities of potential policy choices in and across districts.
- Ensure the Society Operations Team and its committees have the benefit of active participation of their designated district representatives.
- Provide timely and objective input so the operational implications of proposed programs are documented and presented before programs are finalized and initiated.
- Assist the DP Council Moderator and Assistant Moderator in training and orientation of newly elected DPs/DEVPs at the annual Society Leadership Forum.

Directly communicates with: district board and HOD district management team, Committee chairmen

Mandatory Reports

Type	To	CC	Due
Work plan	District board	Selected chairmen	Jan. 4, annually
Semi-annual status	District HOD		HOD meeting

District Executive Vice President Job Description

Creation Authority: Standard District Bylaws

Reference: 3.2.2.1.1

Elected: District HOD Election

Term: 1 year, renewable

Desired background/capability:

- Society member for at least five years, and an active member of a chapter in the district other than the Frank H. Thorne chapter
- Committed to, and possesses an understanding of, the vision and mission of the Society
- Willing to be accountable for the performance of the Board
- Committed to, and possesses a demonstrated ability in, teamwork
- Possesses experience, knowledge, talent, leadership, communication skills, judgment, and expertise that will enable him to be an effective vice president

Duties:

- Preside at meetings in the absence of the district president
- Attend all district board and HOD meetings
- Maintain knowledge of all governing documents
- Perform such duties as may be assigned him by the district president
- Do everything in his power to assist the president and the Board in carrying out the policies and objectives of the Board

Directly communicates with: district president, district board, district management team

District Vice President for Chapter Support and Leadership Development Job Description

Creation Authority: Standard District Bylaws
Reference: 3.2.2.2.1

Elected: District HOD Election
Term: 1 year, renewable

Desired background/capability:

- Society member for at least five years, and an active member of a chapter in the district other than the Frank H. Thorne chapter
- Familiar with management, leadership and training theory and techniques
- Possesses knowledge in the use of multi-media vehicles for the development and delivery of training programs and materials
- Willing to be accountable for the performance of chapter counselors
- Committed to, and possesses an understanding of the vision and mission of the Society
- Willing to be accountable for the performance of the district board
- Committed to, and possesses a demonstrated ability in teamwork
- Possesses experience, knowledge, talent, leadership and communication skills, and expertise that will enable him to be an effective vice president
- Possesses demonstrated people skills
- Carry out responsibilities in his designated area as defined by the CSLT Committee in keeping with the strategic goals established by the board, and willing to be responsible for assessing results of the work in the district
- Able to bring fresh perspectives and add diversity to the board

Duties:

- Responsible for coordinating, monitoring and maintaining an effective chapter counselor program in his district, and for obtaining evaluations from chapter presidents three times each year
- Responsible for removing any non-performing chapter counselor
- Work directly with the CSLT Committee to coordinate the recruitment and training of potential chapter counselors and chapter counselor trainers in and for his district, and communicate and coordinate its policies
- Disseminate related chapter counselor and training materials within the district
- Recommend the certification of chapter counselors and trainers from the district, when appropriate
- Coordinate and assist the CSLT Committee with managing Leadership Academy (formerly COTS – Chapter Operations Training Seminars) in his district
- Participate in training provided by the CSLT Committee
- Report three times a year to the district president and Society CSLT Committee on progress toward achieving Society and district work plans, and on the success of chapters assigned each counselor
- Attend all district board and HOD meetings

Directly communicates with: district president, district board, chapter counselors, Society chapter support and Leadership Training Committee

Mandatory Reports

Type	To	CC	Due
Budget	District treasurer	District president	Before fall HOD
Work plan/status	District president	District board	May 1, Sep. 1, Jan. 1
Chapter status	District board	Society CSLT Committee	May 1, Sep. 1, Jan 1

District Vice President for Chorus Director Development Job Description

Creation Authority: Standard District Bylaws
Reference: 3.2.2.2.2

Elected: District HOD Election
Term: 1 year, renewable

Desired background/capability:

- Society member for at least five years, and an active member of a chapter in the district other than the Frank H. Thorne chapter
- Effective chorus director with strong leadership and administrative qualities
- Committed to, and possesses an understanding of, the vision and mission of the Society
- Willing to be accountable for the performance of the district board
- Committed to, and possesses a demonstrated ability in, teamwork
- Possesses experience, knowledge, talent, leadership and communication skills, and expertise that will enable him to be an effective vice president
- Possesses demonstrated people skills
- Willing to carry out responsibilities in his designated area as defined by the Society CDD Committee in keeping with the strategic goals established by the board, and willing to be responsible for assessing results of the work in the district
- Able to bring fresh perspectives and add diversity to the board

Duties:

- Responsible for promoting, administering and recruiting participants for the Chorus Director Workshop Intensive (CDWI), chorus director certification, and chorus director training programs in his district, and reporting on and publicizing accomplishments of participants
- Recruit and develop a district faculty for chorus director training and maintain and disseminate chorus director training materials within the district
- Recruit CDWI trainers for certification
- Communicate, promote and coordinate all functions of chorus director recruitment and development programs in the district, including promotion of the program and its materials to non-Society musicians in the district
- Maintain records on the CDWI, chorus director certification and chorus director development programs in the district and recommend the certification of chorus directors from the district, when appropriate
- Liaison with the Society CDD Committee and communicate and coordinate its policies within the district
- Develop an effective chorus director guild in the district and chair its meetings
- Participate in training carried out by the Society CDD Committee
- Report three times a year to the district president and Society chorus director development Committee on progress toward achieving Society and district work plans
- Attend all district board and HOD meetings

Directly communicates with: district president, district board, chapter chorus directors, Society CDD Committee

Mandatory Reports

Type	To	CC	Due
Budget	District treasurer	District president	Before fall HOD
Work plan/status	District president	District board	May 1, Sep. 1, Jan. 1

District Vice President for Contest and Judging Job Description

Creation Authority: Standard District Bylaws
Reference: 3.2.2.2.3

Elected: District HOD Election
Term: 1 year, renewable

Desired background/capability:

- Society member for at least five years, and member of a chapter in the district other than the Frank H. Thorne chapter
- Certified Society scoring judge or contest administrator
- Committed to, and possesses an understanding of, the vision and mission of the Society
- Willing to be accountable for the performance of the district board
- Committed to, and possesses a demonstrated ability in, teamwork
- Possesses experience, knowledge, talent, leadership, and communication skills, and expertise that will enable him to be an effective vice president
- Willing to carry out responsibilities in his designated area as defined by the Society C&J Committee in keeping with the strategic goals established by the board, and willing to be responsible for assessing results of the work in the district
- Able to bring fresh perspectives and add diversity to the board

Duties:

- Liaison between the Society C&J Committee and the district (function as district representative for contest and judging [DRCJ])
- Attend all DVP-C&J meetings
- Communicate and coordinate Society C&J policy within the district and ensure that district adheres to the current SCJC policy regarding guidelines and limitations on use of judges at Society contests
- Organize and administer all contest judging activities within the district
- Communicate with all potential contestants in district contests
- Promote and handle all applications of judging candidates from the district and schedule practice panels at district contests
- Work with the district vice president for events to ensure that all contest venues have suitable sound and lighting systems for contests, and satisfy appropriate Society specifications
- Participate in training carried out by the Society C&J Committee
- Report three times a year to the district president and Society C&J Committee on progress toward achieving society and district work plans
- Attend all district board and HOD meetings

Directly communicates with: district president, district board, chapter counselors, Society C&J Committee, Society Events Committee

Mandatory Reports

Type	To	CC	Due
Budget	District treasurer	District president	Before fall HOD
Work plan/status	District president	District board	May 1, Sep. 1, Jan. 1

District Vice President for Events Job Description

Creation Authority: Standard District Bylaws
Reference: 3.2.2.2.4

Elected: District HOD Election
Term: 1 year, renewable

Desired background/capability:

- Society member for at least five years, and member of a chapter in the district other than the Frank H. Thorne chapter
- Committed to, and possesses an understanding of, the vision and mission of the Society
- Willing to be accountable for the performance of the district board
- Committed to, and possesses a demonstrated ability in, teamwork
- Possesses experience, knowledge, talent, leadership, and communication skills, and expertise that will enable him to be an effective vice president
- Willing to carry out responsibilities in his designated area as defined by the Society Events Committee in keeping with the strategic goals established by the Society Board, and willing to be responsible for assessing results of the work in the district
- Willing to develop alternatives to competition, festivals, variety of musical and non-musical events at district conventions, etc.
- Able to bring fresh perspectives and add diversity to the board

Duties:

- Responsible for the effective planning and budgeting, site selection, and operation of all events held within the district, including conventions, music festivals, alternatives to competition, music and leadership training schools, joint events with other a cappella organizations, etc.
- Interpret all Society regulations as they apply to district contests and ensure that the district adheres to the current SCJC policy regarding guidelines and limitations on use of judges at Society contests
- Assure that district convention manuals are up-to-date and used, and Society contest sound and lighting system guidelines are followed
- Maintain a comprehensive convention history file on past and potential convention sites
- Liaison with the Society Events Committee and, when necessary, the Society Marketing and Public Relations Committee
- Chair meetings of the District Events Committee
- Participate in training carried out by the Society Events Committee
- Report to the district president and Society Events Committee on progress toward achieving Society and district work plans, as requested
- Attend all district board and HOD meetings

Directly communicates with: district president, district board, Society Events Committee

Mandatory Reports

Type	To	CC	Due
Budget	District treasurer	District president	Before fall HOD
Work plan/status	District president	District board	May 1, Sep. 1, Jan. 1

District Vice President for Marketing and Public Relations Job Description

Creation Authority: Standard District Bylaws
Reference: 3.2.2.2.5

Elected: District HOD Election
Term: 1 year, commitment of
2 years recommended

Desired background/capability:

- Society member for at least five years, and member of a chapter in the district other than the Frank H. Thorne chapter
- Demonstrates M&PR experience
- Committed to, and possesses an understanding of, the vision and mission of the Society
- Willing to be accountable for the performance of the district board
- Demonstrates commitment to teamwork
- Outstanding leadership and communication skills
- Willingness and ability to carry out responsibilities in his designated area as defined by the Society M&PR Committee, and in keeping with the strategic goals established by the Society Board
- Able to bring fresh perspectives and add diversity to the district board

Duties:

- Responsible for ensuring that the district, its chapters, choruses, and quartets have the marketing and image/awareness-building tools to increase community awareness and stature:
 - Provide programs and materials to enhance public perception of Barbershopping and the value of music education for personal enrichment
 - Provide chapters with guidelines for improving public awareness and appreciation of the Society through support of unified service projects and local charities
 - Shall receive chapter plans and assist with achievement of chapter M&PR goals
 - Promote the sale and distribution of Society (Harmony Marketplace) merchandise to advertise in the Society and promote pride in the art form
- Develop, execute and track an effective district plan, including budget, for M&PR
- Communicate directly with chapter presidents and chapter VP of M&PR on a regular basis
- Supervise district webmaster to build/maintain district website and monitor content
- Responsible for effective communication and promotion of district activities through regularly distributed bulletins, and encouraging development of informative chapter bulletins
- Agrees to submit district M&PR plan to Society M&PR Committee annually
- Agrees to submit district chapter summary report to Society M&PR Committee semi-annually
- Acts as a liaison between the district and Society M&PR Committee
- Supports and promotes M&PR-focused leadership development training and activities within the district
- Report several times a year to the district president and Society M&PR Committee on progress toward achieving district work plans and Society AIMS
- Attend all district board and HOD meetings
- Develop and oversee a Committee to assist in carrying out duties/responsibilities

Directly communicates with: district president, district board, Society marketing staff, Society marketing & public relations Committee, and all forms of media and communication information distribution channels

Mandatory Reports

Type	To	CC	Due
Plan/budget	District treasurer	District president	Before fall HOD
Plan/status	District president	District board, Society M&PR director, committee chairman	Mar. 1, Sep. 1
Chapter summary report	Society M&PR Committee	District board, Society M&PR director	Mar. 1, Sep. 1

District Vice President for Membership Development Job Description

Creation Authority: Standard District Bylaws
Reference: 3.2.2.2.6

Elected: District HOD Election
Term: 1 year, renewable

Desired background/capability:

- Society member for at least five years, and member of a chapter in the district other than the Frank H. Thorne chapter
- Familiar with programs that can stimulate new members to join the Society and help retention of current members, and able to provide inspiration for membership development and retention and the formation of extension sites and new chapters
- Able to conduct or use demographic research
- Committed to, and possesses an understanding of, the vision and mission of the Society
- Willing to be accountable for the performance of the district board
- Committed to, and possesses a demonstrated ability in, teamwork
- Possesses experience, knowledge, talent, leadership, and communication skills, and expertise that will enable him to be an effective vice president
- Willingness to carry out responsibilities in his designated area as defined by the Society Membership Development Committee in keeping with the aims and strategic goals established by the Society Board, and willing to be responsible for assessing results of the work in the district
- Able to bring fresh perspectives and add diversity to the board

Duties:

- Provide inspiration and ideas in the district to promote membership recruitment and retention of members and the formation of chapters
- Use, develop, refine, and implement programs that will stimulate target-marketed members to join the Society in district chapters
- Seek out attractive extension sites for new chapters within the district, and use Society extension programs
- Monitor members' perceptions of services provided by district and Society and bring them to Membership Development Committee and staff liaison's attention
- Responsible for effective communication and promotion of district activities in collaboration with the M&PR DVP
- Liaison between the district and the Society Membership Development Committee
- Report three times a year to the district president and Society Membership Development Committee on progress toward achieving Society and district work plans
- Attend all district board and HOD meetings

Directly communicates with: district president, district Board, Society Membership Development Committee, chapter vice presidents of chapter development

Mandatory Reports

Type	To	CC	Due
Budget	District treasurer	District president	Before fall HOD
Work plan/status	District president	District board	May 1, Sep. 1, Jan. 1

District Vice President for Music and Performance Job Description

Creation Authority: Standard District Bylaws
Reference: 3.2.2.2.7

Elected: District HOD Election
Term: 1 year, renewable

Desired background/capability:

- Society member for at least five years, and member of a chapter in the district other than the Frank H. Thorne chapter
- Respected musician/performer who is an extraordinarily strong administrator, with an ability to manage people well and follow up effectively
- Committed to, and possesses an understanding of, the vision and mission of the Society
- Willing to be accountable for the performance of the district board
- Committed to, and possesses a demonstrated ability in, teamwork
- Possesses experience, knowledge, talent, leadership, and communication skills, and expertise that will enable him to be an effective vice president
- Willingness to carry out responsibilities in his designated area as defined by the Society Music and Performance Committee in keeping with the aims and strategic goals established by the Society Board, and willing to be responsible for assessing results of the work in the district
- Able to bring fresh perspectives and add diversity to the board

Duties:

- Responsible for all music activities within the district that will improve and expand the musical knowledge and performance abilities of the membership, including but not limited to:
 - Quartet and chorus coaching programs, including music coaches guilds and music and performance coach training
 - Developing and administering performance evaluation programs for quartets and choruses
 - District music education schools
 - Coordination of all Society music representative visitations to the district
 - Communications with local music educators and developing student participation in college and high school quartet contests
- Coordinating with the district VP of events to make all arrangements for the annual district HEP school (or equivalent), making arrangements for facilities, faculty and classes offered
- Participate in training carried out by the Society Music and Performance Committee
- Report three times a year to the district president and Society Music and Performance Committee on progress toward achieving Society and district work plans
- Attend all district board and HOD meetings

Directly communicates with: district president, district board, Society Music and Performance Committee, chapter counselors and members of the district coaches guild

Mandatory Reports

Type	To	CC	Due
Budget	District treasurer	District president	Before fall HOD
Work plan/status	District president	District board	May 1, Sep. 1, Jan. 1

District Vice President for Youth In Harmony (YIH) Job Description

Creation Authority: Standard District Bylaws
Reference: 3.2.2.2.8

Elected: District HOD Election
Term: 1 year, renewable

Desired background/capability:

- Society member for at least five years, and member of a chapter in the district other than the Frank H. Thorne chapter
- Respected musician/performer who is an extraordinary strong administrator, with an ability to manage people well and follow up effectively
- Committed to, and possesses an understanding of, the vision and mission of the Society
- Willing to be accountable for the performance of the district board
- Committed to, and possesses a demonstrated ability in, teamwork
- Possesses experience, knowledge, talent, leadership, and communication skills, and expertise that will enable him to be effective
- Willingness to carry out responsibilities in his designated area as defined by the Society Music and Performance Committee in keeping with the aims and strategic goals established by the Society Board, and willing to be responsible for assessing results of the work in the district
- Able to bring fresh perspectives and add diversity to the board

Duties

- Implement all Society and district Youth In Harmony programs
- Assist chapters in establishing chapter Youth In Harmony programs and chapter teams in working with local school and college administrators and music educators to establish harmony singing groups
- Identify and encourage others within the district to seek out education opportunities for young men that can be organized and/or supported by the district, individual chapters and the Youth In Harmony team
- Establish and effectively manage the district Youth In Harmony budget
- Effectively communicate with chapter Youth In Harmony representatives, through electronic and printed media, as necessary, the status, plans and activities of the district's Youth In Harmony programs
- Assist music educators in developing, primarily within young men, a sense of singing as a life-long activity
- Identify and suggest performance opportunities to groups of student harmony singers within the district, including but not limited to, festivals, workshops, clinics, chapter shows, and contests
- Develop a network of Society members with music education experience who can review, evaluate and recommend improvements in youth quartet and chorus performances so as to enhance their quality
- Coordinate with the district vice president of music and performance all visits of Society music representatives to the district, to ensure adequate attention to the district's Youth In Harmony programs
- Ensure appropriate representation of the district youth activities and services team at all district board of directors and HOD meetings
- Organize and chair a district Youth In Harmony team that will provide the leadership for district Youth In Harmony activities
- Provide liaison between the district and the Society Youth In Harmony Committee
- Report three times a year to the district president and Society Youth In Harmony Committee on progress toward achieving Society and district work plans
- Attend all district board and HOD meetings

Directly communicates with: district president, district board, district committee chairmen, Society Youth In Harmony Committee, Society Music and Performance Committee, chapter vice presidents for Youth In Harmony, chapter counselors, and members of the district's coaches guild

Mandatory Reports

Type	To	CC	Due
Budget	District treasurer	District president	Before fall HOD
Work plan/status	District president	District board	May 1, Sep. 1, Jan. 1

District Secretary Job Description

Creation Authority: Standard District Bylaws
Reference: 3.2.2.3

Elected: District HOD Election
Term: 1 year, renewable

Desired background/capability:

- Society member for at least five years, and member of a chapter in the district other than the Frank H. Thorne chapter
- Committed to, and possesses an understanding of, the vision and mission of the Society
- Willing to be accountable for the performance of the district board
- Committed to, and possesses a demonstrated ability in, teamwork
- Possesses experience, knowledge, talent, leadership, and communication skills, and expertise that will enable him to be an effective secretary

Duties:

- Recording and corresponding secretary for the district
- Calls all the district officials and chapter delegates to their appropriate meetings
- Records and transcribes the minutes of all district meetings
- Prepares minutes on all board actions and distributes them, as well as district regulations and statements of policy, to chapter delegates
- Custodian of the district calendar and district documents
- Issues chapter show clearances and licenses and maintains a list of and publicizes chapter shows
- Responsible for preparing and distributing the annual district directors
- Attends all district board and HOD meetings

Directly communicates with: district president, district Board, Committee chairmen, chapter show chairmen, chapter secretaries, Society membership services manager, district bulletin editor

Mandatory Reports

Type	To	CC	Due
Meeting minutes	President/Board	File	As required
Semi-annual status	District president	District board	Jun. 1, Jan. 1
Bi-monthly	District president	Selected chairmen	As necessary

District Treasurer Job Description

Creation Authority: Standard District Bylaws
Reference: 3.2.2.4

Elected: District HOD Election
Term: 1 year, renewable

Desired background/capability:

- Society member for at least five years, and member of a chapter in the district other than the Frank H. Thorne chapter
- Committed to, and possesses an understanding of, the vision and mission of the Society
- Willing to be accountable for the performance of the district board
- Committed to, and possesses a demonstrated ability in, teamwork
- Possesses experience, knowledge, talent, leadership, and communication skills, and expertise that will enable him to be an effective treasurer

Duties:

- Financial manager of the district budget, income and expense disbursements
- With input from the president and other officers and Committees, prepare an anticipated income and expense budget for the district's annual operation
- Maintain financial records, analyze expenditures and be cognizant of state/federal or province/dominion policies regarding non-profit organizations
- Member of the District Finance Committee, which reviews policy and financial accounting
- Submit appropriate financial reports to the district and Society Board
- Attend all district board and HOD meetings

Directly communicates with: district president, district Board, committee chairmen, Society director of finance and administration

Mandatory Reports

Type	To	CC	Due
Budget	District board		Fall Board
Status	District president	Society Board	Monthly

Part D: District Committee and Other Job Descriptions

District Ethics Committee Job Description

Creation Authority: Standard District Bylaws Article 8.02

Reference: 3.2.3.2

Appointed by: District president

Composition: Three to five members, appointed for one-year terms on or before Jan. 1 of each year

Responsibilities:

- Receive, investigate and take any necessary action relating to alleged violations of the Society Code of Ethics that have been referred to the committee pursuant to the Society policy and regulations for handling ethics complaints
- Counsel the district president and district board on any and all matters involving the Society Code of Ethics

Directly communicates with: district president district membership, other district officers, and Society Ethics Committee

Mandatory Reports

Type	To	CC	Due
Budget	District treasurer	District president	Before fall HOD
Work plan	District president	District board	May 1, Sep. 1, Jan. 1

District Nominating Committee Job Description

Creation Authority: Standard District Bylaws Article 8.03

Reference: 3.2.3.1

Appointed by: District president

Composition: Three or more members, appointed for one-year terms on or before Jan. 1 of each year

Responsibilities:

- Present a slate of officers to the HOD as prescribed in the district bylaws
- Include on the slate candidates for the offices of: district president, executive vice president, secretary, treasurer, and such other officers as stipulated in the district bylaws
- Review job descriptions, current or past performance and experience of candidates in the prospective or related duties, leadership qualities, and ability to function as a team member
- By Aug. 15, provide the Society office with a complete list of nominees
- Make recommendations on potential Society directors-at-large as requested by the district president

Directly communicates with: district president, district membership, other district officers and appropriate Society Committees

Mandatory Reports

Type	To	CC	Due
Budget	District treasurer	District president	Prior year's budget meeting
Work plan	District president		Jan.
Slate of officers	District president	District board	Prior to fall HOD meeting
Nominees	Society office		Aug. 15

Chapter Counselor Job Description

Creation Authority: Society CSLT Committee

Reference: 3.2.3.4

Desired background/capability:

- Member in good standing of a chapter in the district other than the Frank H. Thorne Chapter (preferably with five years of Society membership)
- Organizational skills
- People skills
- Creative problem-solving skills
- Leadership skills; chapter or district officer experience desired
- Willing to carry out responsibilities in his designated area as defined and requested by the Society CSLT Committee and his DVP-CSLT, and to be accountable for his assigned chapters' successes as reflected by his chapters' measurable objectives

Duties:

- Help assigned chapters develop their mission statements and establish and meet objectives

Training steps and responsibilities:

- After completing a formal chapter coach application, complete the necessary study, CSLT Leadership Academy schooling and gain approval to move to candidate status
- Be assigned to a minimum of two chapters by the DVP-CSLT
- Develop an ongoing and positive relationship with assigned chapters' leadership
- Assist chapter leadership in planning and goal-setting, and work to help the chapter accomplish defined goals
- Provide long-term support and training of chapter leaders in understanding and fulfilling the purpose and mission of the chapter
- Be of assistance to other chapter counselors as the occasions arise
- File online reports three times a year, to the DVP-CSLT, on assigned chapters' progress toward objectives
- Maintain a file of reports for all assigned chapters
- Attend the CSLT portion of the district's annual Leadership Academy school
- Be an "always current" expert in the resources and operations of the chapter, district and Society
- Serve a minimum of two chapters for one year to become eligible for advancement from candidate status to certified status
- Be accountable for assigned chapters' reaching measurable objectives

Directly communicates with: assigned chapters, DVP-CSLT, other DVPs and corresponding Society Committee chairs, district board, other chapter counselors, appointed CSLT Committee liaison as needed or requested by the DVP-CSLT and/or the liaison

Mandatory Reports

Type	To	CC	Due
Online reports	CSLT-DVP		CSLT Committee liaison May 1, Sep. 1, Dec. 1

District Harmony Foundation [Sing Canada Harmony¹] Chairman Job Description

Creation Authority: Standard District Bylaws
Reference: 3.2.3.5

Appointed by: District President
Term: 1 year, renewable

Desired background/capability:

- Society member for at least five years, and member of a chapter in the district other than the Frank H. Thorne chapter
- Committed to, and possesses an understanding of, the vision and mission of the Society
- Willing to attend district conventions and other district-wide functions
- Possesses knowledge of, or willing to learn basics of, fundraising
- Strong communication and people skills
- Committed to, and possesses a demonstrated ability in, teamwork
- Willing to carry out responsibilities in his designated area as defined and requested by Harmony Foundation development Committee and/or the Sing Canada Harmony (SCH) Board of Directors

Duties:

- Set district annual goal for raising charitable funds for Harmony Foundation and/or SCH and submit to district board for approval
- Encourage each chapter president in district to appoint a chapter Harmony Foundation and/or SCH chairman
- Communicate regularly with chapter Harmony Foundation and/or SCH chairmen and/or chapter presidents to encourage support of Society charitable missions
- Inform chapters and district board of Harmony Foundation and/or SCH and Society charitable mission activities
- Conduct fundraising events and man Harmony Foundation and/or SCH displays at district conventions; coordinate with host chapter Harmony Foundation and/or SCH chairman as appropriate
- Present Harmony Foundation and/or SCH awards to chapters, quartets and individuals
- Promote Harmony Foundation and/or SCH annual campaign to district members
- Secure district gift for Harmony Foundation raffle at annual convention
- Provide volunteers for Harmony Foundation booth and other foundation events at annual convention
- Coordinate with district treasurer to ensure district donations are properly sent to Harmony Foundation
- Attend all district board and HOD meetings
- Writes and submits an article for each issue of the district newsletter, thereby informing district members of the fundraising activities of the chapters

Directly communicates with: district president, district board, chapter Harmony Foundation and/or SCH chairmen, chapter presidents, Harmony Foundation development Committee, SCH Board, Harmony Foundation staff

¹ Sing Canada Harmony is the registered charitable arm of the Barbershop Harmony Society in Canada. A Sing Canada Harmony Chairman should be appointed for any Chapter in Canada. To comply with Canada Revenue Agency regulations, this person must be a Canadian citizen.

District Vice President for Financial Development (Harmony Foundation [U.S.A.] (Sing Canada Harmony {SCH}) [Canada¹] Job Description

Creation Authority: Standard District Bylaws
Reference: 3.2.3.6

Elected: District President
Term: 1 year, renewable

Desired background/capability:

- Society member for at least five years, and member of a chapter in the district other than the Frank H. Thorne chapter
- Knowledge of principles and practices of developing and utilizing volunteer leadership
- Demonstrated understanding of total quality service and group process with proven aptitude for working as part of a team, and interested in being a student of financial development
- Proven administrative ability to provide leadership and direction to accomplish goals
- Accountable for performance to the district board and the Harmony Foundation president and SCH chairman (where applicable)
- Exceptional interpersonal skills with the ability to develop relationships of trust
- Advocacy skills to garner organizational support and build a comprehensive and effective district financial development team
- Strong written and oral communication skills with a high level of energy and initiative
- Ability to inspire confidence, to motivate and to persuade
- Accessible, reliable, supportive, collaborative, team-oriented style
- Committed to, and possesses a demonstrated ability in, teamwork
- Ability to work with the Harmony Foundation trustees, SCH Board members and staff leadership to help ensure that his district implements an integrated, comprehensive and successful financial development program

Duties:

- Participate in the annual fundraising program planning process
- Insure that the best available volunteers accept the functional chairmen positions
- Plan for the training of the volunteers in all four Foundation volunteer areas
- Lead the annual district goal-setting process to determine challenging yet appropriate goals
- Implement the district goal achievement program and provide the necessary information to the district recognition program
- Include potential volunteers in ways that help identify skills and fit for future needs
- Provide district key-item information monthly
- Participate monthly with the president of the Foundation to formally review the key-item report generated from data supplied by both parties at the end of each month. Works with the SCH chairman to review items of interest, if applicable
- Report to the district president, attend district board meetings and serve on the work planning and budgeting team
- Attend all district board and HOD meetings

Directly communicates with: district president, district board, Harmony Foundation president and/or SCH chairman

¹ Sing Canada Harmony is the registered charitable arm of the Barbershop Harmony Society in Canada. A Sing Canada Harmony Chairman should be appointed for any Chapter in Canada. To comply with Canada Revenue Agency regulations, this person must be a Canadian citizen.

Part E: Society Committee and Operations Team Job Descriptions

Society Annual Planning Cycle Committee Job Description

Creation Authority: Society Bylaws Article 8.11

Appointed by: Society president

Composition: Three members, appointed annually to staggered three-year terms

Purpose: Advise the Society Board and CEO/Operations Team on creation and management of annual and five-year plans and metrics

Responsibilities:

- Serve as liaison between the Board and the CEO/Operations Team to ensure the efficient creation of the annual and five-year rolling plans as described in Society Board Policy III F “Annual Planning Cycle”
- Work with the CEO to ensure that he has all data from the Society Board that he needs to accomplish his tasks relative to the Annual Planning Cycle
- Advise the Society president to ensure that the Society Board meets its deadlines, report requirements, and adoption of aims, metrics, etc.
- Prepare action items for the Society Board in advance of all its required action dates to allow appropriate discussion and adoption of items required by the Annual Planning Cycle
- Develop a draft of the five-year rollings plan for Aims as required by the Annual Planning Cycle
- Develop preliminary Aims and metrics for the Society Board

Directly communicates with: Society president, Society Board, Society executive director

Mandatory Reports

Type	To	CC	Due
Status	Society Board		Two weeks prior to board meetings

Society Archives Committee Job Description

Creation Authority: Society Bylaws Article 4.03 and 8.01

Appointed by: Society executive director

Prerequisites for members: Member in good standing in a Society chapter

Composition:

- Seven members; two appointed annually for three-year terms, one appointed annually for one-year (renewable) term
- Archives historian, four other members, and one Society office staff member (not required to be a member of the Society)

Purpose: Collect, preserve and display the heritage of the Society and the art form it espouses, to enhance the appreciation of its past, present and future, and supervise and administer the Society Archives Collection and Display Project (ACDP)

Responsibilities:

- Acquire, preserve, catalog, interpret, and display, as appropriate, documents, artifacts and other materials significant to the history of the Society
- Oversee the development and management of the Society's archives material and make its collection and resources available to Barbershoppers and to the general public
- Disseminate information about the ACDP through direct communication, *The Harmonizer* and an annual report
- Prepare an annual budget and funding plan for the ACDP and the Committee for Society Board approval
- Make recommendations for selection and/or hiring of archivists, curators and other providers of contract services to the ACDP
- Report three times a year to the Society Board on progress toward achieving Society work plans

Directly communicates with: Society Board, potential sources of archives materials and funds, contract archivists, and researchers

Mandatory Reports

Type	To	CC	Due
Priorities recommendations	Executive director		Mar. 15
Budget submittal	Executive director	Society treasurer, director of finance, staff liaison	Annually, Jun. 1
Work plan submittal	Executive director	Society treasurer, director of finance, executive director, staff liaison	Annually, Jun. 1
Work plan and budget status	Executive director	Director of finance	May 25, Sep. 25, Jan. 4

Society/HF Joint Audit Committee Job Description

Creation Authority: Society Bylaws Article 8.01 and Society Board Resolution dated Jul. 1, 2001

Appointed by: Society and HF presidents

Prerequisites for members:

- Member in good standing in a Society chapter
- At least one member, preferably a CPA
- The composite expertise of the Committee should encompass banking or financial management and broad business experience

Composition:

- Three members, appointed annually for three-year terms; one appointed jointly by the Society and HF presidents, one each appointed by the separate presidents
- A member's term is limited to six consecutive years; after six consecutive years of service, a member may be reappointed after sitting out one year
- Members of the Society or HF Boards or staff shall be ineligible to serve as committee members
- Committee chair shall be a joint appointment

Purpose: Provide financial audit oversight of both the Society and HF, and provide their respective boards with information and service necessary or useful to them in discharging their duties and responsibilities

Responsibilities:

- Help the Society and HF Boards fulfill their fiduciary responsibilities in internal accounting and financial reporting practices of the Society and HF
- Make recommendations to the two boards concerning the appointments of independent auditors for the two organizations, and review the performance of the independent auditors
- Monitor the internal accounting practices, procedures and controls of the two organizations and recommend to the board and/or trustees charges deemed necessary
- Review all significant changes in accounting policies and ensure their adoptions
- Meet with the independent auditors via teleconference at least once a year to discuss issues related to the above
- Report at least annually to the boards on actions taken by the Committee, as well as on matters requiring action by either board

Directly communicates with: Society and Harmony Foundation presidents and their boards, Society and Harmony Foundation treasurers, independent auditors

Mandatory Reports

Type	To	CC	Due
Priorities recommendations	Society Board		Mar. 15
Budget submittal	Society Board	Society treasurer, director of finance, staff liaison	Annually, Jun. 1
Work plan submittal	Society Board	Society treasurer, director of finance, executive director, staff liaison	Annually, Jun. 1
Work plan and budget status	Society Board	Director of finance	May 25, Sep. 25, Jan. 4

Society CEO Evaluation Committee Job Description

Creation Authority: Society Bylaws Article 8.07

Appointed by: Society president

Prerequisites for members: The at-large member need not be a member of the Society

Composition:

- Five members
 - Society president
 - Executive vice president
 - Society treasurer
 - Society IPP
 - One at-large member, appointed for a renewable one-year term

Purpose: Establish performance evaluation and negotiate benefits for Society CEO

Responsibilities:

- Negotiate annual performance targets with executive director and evaluate his performance annually
- Conduct annual performance review and interim reviews as necessary
- Review position and job description annually

Directly communicates with: Society executive director, Society Board

Mandatory Reports

Type	To	CC	Due
Performance review	Society executive director		Year end

Society Chapter Support and Leadership Training Committee Job Description

Creation Authority: Society Bylaws Article 4.03 and 8.01

Appointed by: Society executive director

Prerequisites for members:

- Member in good standing in a Society chapter
- Proven background in training

Composition:

- Five members, appointed annually to a one-year (renewable) term
- Supported by the seventeen district vice presidents for chapter support and leadership training

Purpose: Develop effective leadership skills at all levels of the Society through the chapter counselor, Leadership Academy, training, coaching, and consultation programs

Responsibilities:

- Develop and implement, through the DVPs for CSLT, a Society-wide chapter counselor program, to include a certification program for chapter counselors and trainers
- Consolidate all chapter support and leadership training programs into a unified Society-wide effort
- Develop training materials and serve as a resource to support a chapter counselor program for chapter counselor trainers and chapter counselors
- In cooperation with the Society staff, develop a Society-wide training program for DVPs for CSLT
- Through the DVPs for CSLT, institute a Society-wide structure targeted at providing ongoing support for chapters in meeting their measurable objectives
- Work in conjunction with the membership development Committee to promote, analyze and evaluate membership recruitment and retention as well as individual member satisfaction
- Make recommendations to the Society Board on all matters related to chapter support and leadership training, and act operationally on behalf of the Board through the operations team. The district vice presidents will carry planning forward in their districts and make sure that data are collected as needed to evaluate the effectiveness of the programs
 - Facilitate the adoption and application of high performance team concepts across all levels of the Society
 - Provide confidential consultations and assistance to the Society president, Society Board, district presidents, Committee chairmen, and others on issues related to the practical application of leadership principles throughout the Society
 - Design, develop and implement education and training programs to develop and sustain effective leadership skills at all levels of the Society
- Report three times a year to the Society Operations Team on progress toward achieving Society work plans

Directly communicates with: Society president, district vice presidents for chapter support and leadership training, chapter counselor trainers, and chapter counselors

Mandatory Reports

Type	To	CC	Due
Priorities recommendations	Executive director		Mar. 15
Budget submittal	Executive director	Society treasurer, director of finance, staff liaison	Annually, Jun. 1
Work plan submittal	Executive director	Society treasurer, director of finance, executive director, staff liaison	Annually, Jun. 1
Work plan and budget status	Executive director	Society Board, director of finance, Society Operations Team	May 4, Sep. 4, Jan. 4

Society Chorus Director Development Committee Job Description

Creation Authority: Society Bylaws Article 4.03 and 8.01

Appointed by: Society executive director

Prerequisites for members:

- Member in good standing in a Society chapter
- Current or previous chorus director experience desirable

Composition:

- Six members, appointed annually for one-year terms (renewable)
 - Chairman
 - Immediate past chairman
 - Vice chairman for recruitment, training, workshop intensive, and certification
- Supported by the seventeen district vice presidents for chorus director development

Purpose: Supervise and direct the recruitment, training, development, and certification of chorus directors throughout the Society, and the planning and development of Society-wide training programs for district vice presidents for chorus director development in cooperation with Society staff

Responsibilities:

- Develop and use appropriate means to recruit, as new chorus directors, those Society members not now directing and/or others not currently members of the Society
- Develop and provide training for chorus directors through the use of written training materials, director coaching and video evaluations of new and experienced directors
- Develop and administer a chorus director certification of skills system to denote and recognize degrees of training and experience
- Develop and administer the Chorus Directors Workshop Intensive (CDWI) program and the certification of the CDWI faculty
- Publish and distribute a chorus director newsletter and other appropriate materials to update Society chorus directors and prospective directors on all matters, programs, etc., pertaining to their particular function
- Support and share concepts, ideas and training material with affiliate and other barbershop or musical organizations when appropriate
- Make recommendations to the Society Board on all matters related to chorus director development, and act operationally on behalf of the Board through the Operations Team
- Report three times a year to the Society Operations Team on progress toward achieving Society work plans

Directly communicates with: Society president, district vice presidents for chorus director development

Mandatory Reports

Type	To	CC	Due
Priorities recommendations	Executive director		Mar. 15
Budget submittal	Executive director	Society treasurer, director of finance, staff liaison	Annually, Jun. 1
Work plan submittal	Executive director	Society treasurer, director of finance, executive director, staff liaison	Annually, Jun. 1
Work plan and budget status	Executive director	Society Board, director of finance, Society Operations Team	May 4, Sep. 4, Jan. 4

Society Compensation and Benefits Committee Job Description

Creation Authority: Society Bylaws Article 8.12

Appointed by: Society president

Prerequisites for members: The at-large members shall have substantial human resource experience with staff compensation and benefits

Composition:

- Six members
 - Society president
 - Executive vice president
 - Society treasurer
 - Society IPP
 - Society executive director
 - One at-large member, appointed for a renewable one-year term

Purpose: Establish monetary policy and benefits for Society staff

Responsibilities

- Review and recommend to Society Board basis for salary/wage scales for Society staff
- Review and recommend methodology for determining staff benefits
- Review and recommend incentive programs for staff

Directly communicates with: Society Board

Mandatory Reports

Type	To	CC	Due
Annual report	Society Board		Prior to budgeted adoption

Society Contest and Judging Committee Job Description

Creation Authority: Society Bylaws Article 8.06

Appointed by: Society president and executive director

Prerequisites for members:

- Member in good standing in a Society chapter
- Certified scoring judge or contest administrator

Composition:

- Six members
 - Chairman (two-year term) and immediate past chairman until new chairman is appointed) – both appointed jointly by the Society president and the executive director (Society Bylaws 8.06). They will each serve for two years beginning as of Jan. 1 in an even-numbered year
 - Category specialists for singing, music and presentation – upon the recommendation of the chairman, the executive director appoints a scoring category specialist for a term of one year. These annual appointments may be repeated for up to three years, so that normally one scoring category specialist is replaced every year. A scoring category specialist normally may not succeed himself, though in unusual circumstances this limitation can be waived by the executive director upon recommendation of the Society C&J Committee
 - Contest administrator specialist – upon the recommendation of the chairman, the executive director appoints a scoring category specialist for a term of one year. These annual appointments may be repeated for up to two years in the odd numbered years. A contest administrator specialist normally may not succeed himself, though in unusual circumstances this limitation can be waived by the executive director upon recommendation of the Society C&J Committee
- Supported by the seventeen district representatives for C&J

Purpose: Advise on, supervise and direct the operation of all contests conducted under the auspices of the Society in conformity with C&J rules adopted by the Society Board

Responsibilities:

- Establish procedures for the supervision, training, certification, recertification, and discipline of all judging personnel
- Appoint panels for all international, international preliminary, district, and division contests
- Provide an official register of certified and candidate judges and contest administrators who are Society members
- Maintain the *Contest and Judging Handbook* and computer programs used in the operation of contests and official analyses of scores, and submit a recommended international quartet contest qualifying score to the Society Board whenever a change deemed appropriate
- Advise, support and assist all efforts of DVPs of C&J in matters pertaining to C&J functions
- Advise, support and assist affiliates and other barbershop or musical organizations' efforts in developing or maintaining a similar or individualized form of C&J procedures
- Make recommendations to the Society Board on all matters relating to C&J, and act operationally on behalf of the Board through the Operations Team
- Report three times a year to the Society Operations Team on progress toward achieving Society work plans

Directly communicates with: Society president, district vice presidents for C&J, Society Operations Team Committee Chairmen, and other barbershop organizations' C&J administrators

Mandatory Reports

Type	To	CC	Due
Priorities recommendations	Executive director		Mar. 15
Budget submittal	Executive director	Society treasurer, director of finance, staff liaison	Annually, Jun. 1
Work plan submittal	Executive director	Society treasurer, director of finance, executive director, staff liaison	Annually, Jun. 1
Work plan and budget status	Executive director	Society Board, director of finance, Society Operations Team	May 4, Sep. 4, Jan. 4

Society Ethics Committee Job Description

Creation Authority: Society Bylaws Article 8.05

Appointed by: Society president

Prerequisites for members: Member in good standing in a Society chapter

Composition: Five members, appointed annually for a one-year term

Purpose: Be the watchdog for the Society's Code of Ethics

Responsibilities:

- Receive, investigate and take any necessary action relating to alleged violations of the Society Code of Ethics that have been referred to the committee pursuant to the Society policy and regulations for handling ethics complaints
- Consider and recommend any needed revision of the Society policy for handling ethics complaints and regulations pertaining to suspension or expulsion of members to the Society Board
- Counsel the Society president and Society Board on any and all matters involving the Society Code of Ethics
- Assist and advise the district Ethics Committee as required
- Report three times a year to the Society Board on progress toward achieving Society work plans

Directly communicates with: Society president, chapter and district Ethics Committee, and members

Mandatory Reports:

Type	To	CC	Due
Priorities recommendations	Society Board		Mar. 15
Budget submittal	Society Board	Society treasurer, director of finance, staff liaison	Annually, Jun. 1
Work plan submittal	Society Board	Society treasurer, director of finance, executive director, staff liaison	Annually, Jun. 1
Work plan and budget status	Society Board	Director of finance	May 25, Sep. 25, Jan. 4

Society Events Committee Job Description

Creation Authority: Society Bylaws Article 8.01

Reference: 3.3.3.8

Appointed by: Society executive director

Prerequisites for members:

- Member in good standing in a Society chapter
- Previous experience with events operations

Composition:

- Seven members, appointed annually to a one-year (renewable) term
- Supported by the seventeen district vice presidents for events

Purpose: Plan and oversee all Society convention sites and activities, and provide leadership in stimulating planning for all district events

Responsibilities:

- Coordinate with the Society director of events with regard to the process of site selection of international and midwinter conventions, and provide assistance in all aspects of these conventions as requested by the Society director. This will include review of the bid proposals and submission of a recommendation of convention sites to the Society Board
- Be responsible for the organization and management of the above conventions, as requested by the Society director of events, and be responsible for the evaluation of said conventions operations
- Develop and implement concepts for alternatives to competition, music festivals and joint events with other a cappella organizations, community arts organizations, etc.
- Take a leading role in helping district vice presidents of events plan for and conduct conventions, music festivals and other events as requested
- Maintain and update a *Society Events Planning Manual*, and review and assist districts in the preparation of and/or maintenance of their district events manuals
- Act operationally on behalf of the Society Board through the Operations Team
- Report three times a year to the Society Operations Team on progress toward achieving Society work plans

Directly communicates with: Society president, district vice presidents for events, host convention planning organizations

Mandatory Reports

Type	To	CC	Due
Priorities recommendations	Executive director		Mar. 15
Budget submittal	Executive director	Society treasurer, director of finance, staff liaison	Annually, Jun. 1
Work plan submittal	Executive director	Society treasurer, director of finance, executive director, staff liaison	Annually, Jun. 1
Work plan and budget status	Executive director	Society Board, director of finance, Society Operations Team	May 4, Sep. 4, Jan. 4

Society Governance and Bylaws Committee Job Description

Creation Authority: Society Bylaws Article 8.04

Appointed by: Society president

Prerequisites for members:

- Member in good standing in a Society chapter
- Legal background: practicing attorney, corporate counsel, or professor of law, with corporate experience

Composition: Five members, appointed annually to staggered three-year terms

Purpose: Counsel the Society Board and staff on all legal matters, and one member shall serve as Parliamentarian at all Society Board meetings

Responsibilities:

- Counsel the Society Board and its committees, the Operations Team and the Society staff on all matters pertaining to the Articles of Incorporation, Bylaws of the Society and Statements of Policy and regulations promulgated by the Board, and prepare and/or approve the wording of all proposed amendments to the Society bylaws
- On behalf of the Society Board, examine and approve or disapprove proposed bylaws and codes of regulation or statements of policy for districts and chapters
- Provide advice to the Society Board and staff with respect to matters involving contracts or legal matters
- Serve as liaison with any and all outside legal counsel on legal matters that involve the Society
- Report three times a year to the Society Board on progress toward achieving Society work plans

Directly communicates with: Society president, Society Board, district presidents and chapter officers, as required, Society committees and task forces

Mandatory Reports

Type	To	CC	Due
Priorities recommendations	Society Board		Mar. 15
Budget submittal	Society Board	Society treasurer, director of finance, staff liaison	Annually, Jun. 1
Work plan submittal	Society Board	Society treasurer, director of finance, executive director, staff liaison	Annually, Jun. 1
Work plan and budget status	Society Board	Director of finance	May 25, Sep. 25, Jan. 4

Society Hall of Fame Committee Job Description

Creation Authority: Society Bylaws Article 8.09

Appointed by: Society president

Prerequisites for members:

- Member in good standing in a Society chapter
- Wide knowledge of Society history

Composition: Five members, one appointed each year to a single five-year term

Purpose: Select, by majority vote of the committee, members to be inducted in the Society Hall of Fame who have achieved special distinction in 10 or more years of Society service (exceptions are possible in the event that exceptional contributions were halted by serious illness, injury or death)

Responsibilities:

- Announce and present Hall of Fame awards at the international convention
- Select Hall of Fame members on the basis of the following criteria and eligibility:
 - The criteria for selection would fall into the general categories of music and administration/leadership
 - In the area of music, contributions would be important in judging, arranging, composing, chorus directing, coaching, and singing
 - Administration/leadership would include officership, advising, near-range and long-range planning, writing, editing, special events, and innovation
 - Philanthropy defined as financial contributions would not be the basis for selection to the Hall of Fame. However, actions or activities above and beyond the call of general membership contributions would be given consideration
 - Any living or deceased Society member or Society staff member or Society quartet is eligible
 - Non-members are not eligible
 - In the event that a quartet selected for induction changed personnel while continuing to serve the Society with distinction is possible that the number of members in the quartet named to the Hall of Fame might exceed four
 - There shall be no limit as to the number of inductees during any given year
 - There is no requirement for one or more inductees each year
 - The committee may not induct a sitting Society president

Directly communicates with: Society membership and international convention attendees

Mandatory Reports

Type	To	CC	Due
Budget submittal	Society Board	Society treasurer, director of finance, staff liaison	Annually, Jun. 1

Society Honorary Membership Committee Job Description

Creation Authority: Society Bylaws Article 3.02 and 8.08

Reference: 3.3.3.11

Appointed by: Society president

Prerequisites for members:

- Member in good standing in a Society chapter
- Wide knowledge of Society history

Composition: Five members, appointed each year to a single five-year term

Purpose: Provide to the Society Board names of men of eminent distinction who are believed to be worthy of honorary membership in the Society, based upon their activities and recognition thereof in the fields of public affairs, education, music, or the allied arts

Responsibilities:

- Beginning in July, call for nominees for honorary membership to be submitted to the committee within sixty days
- Review and rank potential candidates for honorary membership on a defined scale that includes, but is not limited to:
 - Name recognition by Society members and the general public
 - Ability and availability of the candidate to promote the Society and its programs
 - Recognition of the candidate within the music education community
- Maintain a list of candidates
- Once a candidate is approved by the Board, work with the Society M&PR Committee and staff to arrange presentation of the award to the honoree at the international convention or the midwinter convention

Mandatory Reports

Type	To	CC	Due
Budget submittal	Society Board	Society treasurer, director of finance, staff liaison	Annually, Jun. 1
Candidate list(s)	Society Board		Annually, Oct. 1

Society Investment Advisory Committee Job Description

Creation Authority: Society Bylaws Article 5.11 and 8.01

Appointed by: Society executive director

Prerequisites for members:

- Member in good standing in a Society chapter
- Investment professional

Composition: Five members, appointed annually for a one-year (renewable) term

Purpose: Advise the Society treasurer and executive director on all Society investments

Responsibilities:

- Advise the Society treasurer and executive director on all Society investments, taking into consideration safety, liquidity and yield
- Implement board policy as regards the desired mix of investments (equities, bonds, cash, etc.)
- Report three times a year to the executive director on progress toward achieving Society work plans

Directly communicates with: Executive director, Society treasurer, director of finance and administration, Harmony Foundation, investment firms

Mandatory Reports

Type	To	CC	Due
Priorities recommendations	Executive director		Mar. 15
Budget submittal	Executive director	Society treasurer, director of finance, staff liaison	Annually, Jun. 1
Work plan submittal	Executive director	Society treasurer, director of finance, executive director, staff liaison	Annually, Jun. 1
Work plan and budget status	Executive director	Director of finance	May 25, Sep. 25, Jan. 4

Society Marketing and Public Relations Committee Job Description

Creation Authority: Society Bylaws Article 4.03 and 8.01

Appointed by: Society executive director

Prerequisites for members:

- Member in good standing in a Society chapter
- Marketing and/or public relations background

Composition:

- Chairman, appointed annually for one-year term (renewable)
- Includes seventeen district vice presidents for M&PR

Purpose: Understand and define consumer and potential member needs; and develop, promote and publicize products and services that satisfy those needs

Responsibilities:

- Develop tools to enable chapters and quartets to take inventory of their existing resources, personalities and motivations as they study their local markets, while assessing their needs for barbershop products to identify opportunities suited to their capabilities
- Study and make recommendations relating to satisfying image goals, meeting member needs and providing development ideas for increased market penetration in the areas of music education for personal enrichment, and conventions that share the joy of the barbershop experience on a larger scale
- Provide public relations, bulletin editing and marketing support to Society units that will support marketing goals by tailoring messages and images to specific audiences, such as:
 - Improving recognition and awareness of the barbershop experience by the public and targeted organizations and/or philanthropic institutions
 - Enhancing the reputation of SPEBSQSA, its chapters and quartets through promotion of quality performances
 - Improving recognition and awareness of SPEBSQSA through support of Society service projects and local charities
- Make recommendations to the Society Board on all matters relating to M&PR, and act operationally on behalf of the Board through the Operations Team
- Report three times a year to the Society Operations Team on progress toward achieving Society work plans

Directly communicates with: Society president, district vice presidents of M&PR, chapter vice presidents of chapter development, and Society staff

Mandatory Reports

Type	To	CC	Due
Priorities recommendations	Executive director		Mar. 15
Budget submittal	Executive director	Society treasurer, director of finance, staff liaison	Annually, Jun. 1
Work plan submittal	Executive director	Society treasurer, director of finance, executive director, staff liaison	Annually, Jun. 1
Work plan and budget status	Executive director	Society Board, director of finance, Society Operations Team	May 4, Sep. 4, Jan. 4

Society Membership Development Committee Job Description

Creation Authority: Society Bylaws Article 4.03 and 8.01

Appointed by: Society executive director

Prerequisites for members: Member in good standing in a Society chapter

Composition:

- Appointed annually for one-year terms
- Includes seventeen district vice presidents for membership development

Purpose: Review, advise and recommend improvements in the conduct of all membership and membership development programs

Responsibilities:

- Develop and refine programs that will stimulate new members to join the Society while also emphasizing the need for retention of current Society members. In this regard, the committee will look for improvements in both quality and quantity of membership
- Work in conjunction with all other Society committees and affiliate organizations in their common quest to improve the Society through growth and development
- Encourage and assist in the establishment of extension sites for new chapter development
- Make recommendations to the Society Board on all matters relating to membership, and act operationally on behalf of the Board through the Operations Team
- Report three times a year to the Society Operations Team on progress toward achieving Society work plans

Directly communicates with: Society president, district vice presidents of membership development, chapter vice presidents of chapter development, Society staff director of membership

Mandatory Reports

Type	To	CC	Due
Priorities recommendations	Executive director		Mar. 15
Budget submittal	Executive director	Society treasurer, director of finance, staff liaison	Annually, Jun. 1
Work plan submittal	Executive director	Society treasurer, director of finance, executive director, staff liaison	Annually, Jun. 1
Work plan and budget status	Executive director	Society Board, director of finance, Society Operations Team	May 4, Sep. 4, Jan. 4

Society Music and Performance Committee Job Description

Creation Authority: Society Bylaws Article 4.03 and 8.01

Appointed by: Society executive director

Prerequisites for members:

- Member in good standing in a Society chapter
- Musical training, arranging, coaching experience

Composition:

- Chairman appointed annually to a one-year (renewable) term:
- Includes seventeen district vice presidents for music and performance
- Society Music Publication Sub. Committee.

Purpose: Supervise and direct the operations of all activities involving music education and quartet and chorus development and performance

Responsibilities:

- Develop, coordinate, cooperate in, and publicize all matters related to harmony education programs throughout the Society
- Develop, maintain and distribute, using the latest technologies, all materials related to the continued growth of Barbershoppers in vocal and visual artistry
- Publish and market a wide variety of barbershop arrangements of primarily well known songs that are fun to sing and entertaining for audiences, and help quartets and choruses select arrangements suitable to their abilities and needs
- Study the needs and desires for quartets and aspiring quartet men and determine what actions might be taken that would have a significant impact on the formation and development of quartets within the Society
- Train individuals in the art of training others in the vocal/visual craft of artistic expression through barbershop style music, and maintain a roster of qualified music and performance coaches
- Devise a means of reviewing and evaluating and recommending improvements in chorus and quartet performances so as to enhance their quality
- Make recommendations to the Society Board on all matters relating to music and performance, and act operationally on behalf of the Board through the Operations Team
- Report three times a year to the Society Operations Team on progress toward achieving Society work plans

Directly communicates with: Society president, district vice presidents of music and performance, chapter vice presidents of music and performance, Society staff director of education

Mandatory Reports

Type	To	CC	Due
Priorities recommendations	Executive director		Mar. 15
Budget submittal	Executive director	Society treasurer, director of finance, staff liaison	Annually, Jun. 1
Work plan submittal	Executive director	Society treasurer, director of finance, executive director, staff liaison	Annually, Jun. 1
Work plan and budget status	Executive director	Society Board, director of finance, Society Operations Team	May 4, Sep. 4, Jan. 4

Society Nominating Committee Job Description

Creation Authority: Society Bylaws Article 7.01

Appointed by: Society president

Prerequisites for members: Member in good standing in a Society chapter

Composition:

- Five members
 - Chair is appointed by the Society president
 - Five members, one appointed on or before Oct. 1 each year to a single five-year term

Purpose: In accordance with Board-approved criteria, provide a slate of qualified and eligible persons for each of the Society and Harmony Foundation positions to be filled each year

Responsibilities:

- Nominate eligible persons for the offices of Society president, executive vice president and treasurer and for each of the at-large director positions that are to be filled by election at the annual mid-year meeting of the Society Board
- Communicate with each district president to obtain district recommendation on a pool of potential candidates for director at-large positions
- Submit its slate of nominees to the executive director at least 30 days prior to the mid-year meeting. The executive director shall furnish each member of the Board a list of nominees at least 20 days prior to that meeting
- Whenever a vacancy occurs in the position of a Society Board member, officer-elect, or when it has notice that such a vacancy may occur prior to any such Society Board member or officer-elect taking office, nominate an eligible person(s) to be voted upon at the next meeting of the Society Board to fill such position, and when possible, give such notification.
- Develop and receive approval of criteria for evaluating and selecting Society Board members

Directly communicates with: Society president, district presidents, past and current Society district and committee leaders

Mandatory Reports

Type	To	CC	Due
Slate of nominees	Executive director		Annual, 30 days prior to the mid-year meeting
Budget submittal	Society Board	Society treasurer, director of finance, staff liaison	Annually, Jun. 1

Society Youth In Harmony Committee Job Description

Creation Authority: Society Bylaws Article 4.03 and 8.01

Appointed by: Society executive director

Prerequisites for members:

- Member in good standing in a Society chapter
- Musical training, coaching experience, can communicate and enhance the music education of students as well as music educators at all levels, elementary through college

Composition:

- Chairman, appointed by the Society executive director annually (renewable)
- Includes district vice presidents of YIH

Purpose: Develop and implement the Society's Youth In Harmony Program

Responsibilities:

- Research, assess and initiate proactive plans to further the efforts of the Youth In Harmony Programs throughout the Society
- Develop, maintain and distribute, using the latest technologies, all materials related to the continued growth of music in the schools, colleges and universities
- Working with the Society Music and Performance Committee, publish and market a wide variety of barbershop arrangements of primarily recognizable and singable songs that are fun and entertaining to young audiences
- Advise young men and their music educators on the selection of arrangements that suit their abilities and needs
- With MENC and ACDA, develop programs that will satisfy the needs of music educators in the development of young people. Provide oversight and assistance, as required, during implementation of these programs
- Develop a network of Society members with music education experience who can review, evaluate and recommend improvements in youth quartet and chorus performances so as to enhance their quality
- Coordinate the interaction between the Society and any external musical organizations such as MENC and ACDA
- Provide oversight and assistance to the seventeen district vice presidents for Youth In Harmony in the implementation of Society Youth In Harmony Programs. Solicit their inputs in the development of new programs and the modification of existing programs. Provide counsel for district-developed programs
- Make recommendations to the Society Board on all matters relating to Youth In Harmony Programs and act operationally on behalf of the Board through the Operations Team
- Report three times a year to the Society Operations Team on progress toward achieving Society work plans

Directly communicates with: Society president, district vice presidents for Youth In Harmony, chapter vice presidents for Youth In Harmony, Society director of music and education, and the Society music and performance committee chairman

Mandatory Reports

Type	To	CC	Due
Priorities recommendations	Executive director		Mar. 15
Budget submittal	Executive director	Society treasurer, director of finance, staff liaison	Annually, Jun. 1
Work plan submittal	Executive director	Society treasurer, director of finance, executive director, staff	Annually, Jun. 1

		liaison	
Work plan and budget status	Executive director	Society Board, director of finance, Society Operations Team	May 4, Sep. 4, Jan. 4

Operations Team Job Description

The Operations Team consists of Society functional committee chairs, two district presidents chosen by the Society executive director, who is the OT chair. (The eight functional committees are chapter support and leadership training, chorus director development, contest and judging, events, marketing and public relations, membership development, music and performance, and Youth In Harmony.) With input from the Operations Team, the Society Board establishes Aims policies, and measurements by which those aims are to be evaluated, and begins work on a rolling strategic plan at its spring meeting. These Aims are provided to the Operations Team for them to create annual work plans and to facilitate the accomplishment of the Boards Aims in the districts and throughout the Society. Accordingly, the Operations Team is responsible for creating and carrying out tactical plans that derive from the strategic Aims policies approved by the Board.

The OT coordinates the efforts of its members, meeting face-to-face or by phone two times a year to review and discuss the progress in its operational units (districts, committees and staff), and, if necessary, to re-plan the activities of its participants.

3.0

BARBERSHOP HARMONY SOCIETY DETAILED STRUCTURE

3.1 Chapter Level Structure

The basic purposes of a Society chapter, as explained in Article 2.01 of the standard chapter bylaws, are to perpetuate the barbershop quartet style, promote and encourage vocal harmony and good fellowship among its members, promote public appreciation of barbershop harmony through education and good singing, and participate in charitable projects. All activities of the chapter derive from this purpose. The successful chapter is one that has developed the chapter leadership structure and team that can achieve this basic purpose.

- **3.1.1 Chapter Mission Statements**

As noted in Article 2.02 of the standard chapter bylaws, each chapter shall have a mission statement reflecting its place in its community, as well as the Society, defining its broad goals and objectives and values. Chapters shall strive to serve the musical needs of their members by providing and actively supporting a wide variety of Barbershopping activities. These mission statements form the basis for chapters' future visions and the strategies to be undertaken to achieve them. Chapter members play an integral part in the structuring of these mission statements and, through their officers and directors, electing the leaders who will take responsibility for meeting the agreed-upon objectives.

Through the chapter counselor program described in Section 3.2.3.3, certified chapter counselors will assist each chapter in the development and refinement of its unique mission statement and support the chapter in the achievement of goals and objectives that derive from it through periodic review.

- **3.1.2 Chapter Job Descriptions**

- **3.1.2.1 Elected Chapter Officers and Directors**

Elected chapter officers administer the chapter; policy is set by the chapter board. The number of officers and directors that serve on this board depends on the chapter size and diversity and the extent of its goals. The minimum number of officers and directors is prescribed by Society standard chapter bylaws.

In addition to the IPP, they include:

- **President** (CEO of the chapter, and interface with chapter counselors)
- **Chapter development vice president:** (responsible for marketing, communications, public relations, and membership development)
- **Marketing and public relations officer**
- **Music and performance vice president** (responsible for the chapter's music team, including chorus director, music selection, quartet and chorus development and the quality of their performances)
- **Secretary** (may be combined with treasurer)
- **Treasurer** (may be combined with secretary)

In addition, there may be:

- **Optional board member(s)-at-large** (as the chapter sees fit in accordance with their unique mission statement)
- **Other officers** (as the chapter sees fit in accordance with their unique mission statement)

These positions are outlined in Sections 3.1.2.1.1 through 3.1.2.1.7, which may be used by nominating Committees to aid in their selection of candidates. These

chapter leaders will be trained through processes and personnel developed and trained by the CSLT Committee, its leadership training subcommittee and chapter counselors.

While these leadership positions are the minimum required by standard bylaws, each chapter should tailor its administrative structure to best serve its mission and vision statements. Other officers and managers that are in place in many chapters are described in Section 3.1.2.2 and 3.1.2.3.

3.1.2.1.1 President: CEO of the chapter

3.1.2.1.2 Vice president for chapter development: responsible for implementing the Board's plan for membership growth and community relations

3.1.2.1.3 Marketing and public relations officer: responsible for developing, packaging and communicating to the chapter's purpose(s) to its intended audience, be it the communities it serves or potential members

3.1.2.1.4 Vice president for music and performance: responsible for musical growth of chapter, with the assistance of the chorus director and his music team

3.1.2.1.5 Secretary: the chapter's business manager; responsible for maintaining required supplies and initiating and following up on all chapter correspondence related to the chapter's operation

3.1.2.1.6 Treasurer: holds the chapter's funds in trust. His work involves timely payment of chapter bills, filing financial reports and keeping the board informed about the chapter's financial status. As the Society is a tax-exempt organization, it is important that the treasurer maintain accurate records to support the chapter's non-profit status.

3.1.2.1.7 Board member-at-large (BMAL): in accordance with chapter bylaws, one or more men may be elected as Board members-at-large. The position may be a training ground for future officers through Committee appointments, such as program Committee or chorus manager (vice president of music and performance) membership Committee (vice president membership development), etc.

3.1.2.2 Other Leadership Positions

3.1.2.2.1 Music Leadership Team

Every chapter whose mission includes a successful chorus has a strong music leadership team, led by the chorus director. Some of the qualifications of a chorus director are music knowledge, barbershop background and experience, motivational skills, physical coordination, positive personality, and pride in performance. There is a Society-wide structure in place for the director's training and development. The DVP for chorus director development is the chapter's contact for such assistance.

Other members of a music leadership team may include assistant director(s), section leaders (who could be a teaching quartet), chorus manager, and librarian.

3.1.2.2.2 Other Officers and Managers

Beyond those leadership positions already described, a chapter can have any number of appointed or elected officers, managers and Committee chairmen deemed necessary by the chapter to fulfill its needs.

Keys among these positions are those involving internal and external communications (bulletin editor and public relations) and the running of the successful chapter programs every week (interfaces with VPs of music and performance and chapter development).

3.1.2.3 Chapter Harmony Foundation Chairman or Chapter Sing Canada Harmony Chairman¹

It is desirable for every chapter to actively support the Society's charitable mission to preserve our musical legacy through support of vocal music education in our schools and communities. The chapter Harmony Foundation (U.S.A.) or Sing Canada Harmony (Canada) chairman's primary responsibility is to coordinate local charitable activities that the chapter board deems appropriate with those that directly support the Society's charitable mission, ensuring that all relevant fundraising to these purposes is focused through Harmony Foundation. Sing Canada Harmony is the registered charitable arm of the Barbershop Harmony Society in Canada. A Sing Canada Harmony chairman should be appointed for any chapter in Canada.

¹Only in Canada

- **3.1.3 Chapter Committees**

The standard chapter bylaws identify the chapter Committees as, "... the Nominating Committees and such other special Committees or task forces as deemed necessary."

3.1.3.1 Nominating Committee

The Nominating Committee is appointed by the president-elect and made aware of its responsibilities on or before January 1 of each year to provide the time necessary to properly prepare its nominations.

The Nominating Committee shall consist of at least three chapter members. The Committee selects one nominee for each elective office and submits its report at a regular meeting or by mail at least two weeks before the annual meeting held for electing chapter officers and directors.

3.1.3.2 Other Committees

During the year, the president may appoint other such Committees and task forces as he or the Board deems necessary to serve the chapter's needs based on its own unique mission statement.

- **3.1.4 Chapter Governance Documents**

The primary governance documents that guide and support chapters are: Charter, Articles of Incorporation, Standard Chapter Bylaws, and Chapter Operating Procedures/Codes of Regulation. Each is described below:

3.1.4.1 Chapter Charter

The chapter charter is issued by the Society upon initial completion of necessary documents and approval by the district president. The rules

pertaining to the issuance, maintenance and retention of chapter licenses and charters may be found in Article III of the Society's *Rules and Regulations Handbook*.

3.1.4.2 Chapter Articles of Incorporation

Each chapter must file for and keep current articles of incorporation in the state (or equivalent document in a Canadian province) where it operates. Each state or province has separate means of renewing or indicating continued existence of the corporation. Chapters must determine and fulfill their obligations to state, federal, provincial, or dominion governments in the matter of incorporation.

The Society is incorporated on a non-profit basis; hence, each of the separate chapters may qualify for similar status in their respective states. It should be noted that various state laws specify specific rules and requirements that must be adhered to by the chapter if its status of incorporation is to be current and valid. Further, chapters are urged to examine their records to determine if their original articles of incorporation have been amended to conform to the stated purposes of the Society. Amendments to original articles of incorporation will bear a date after Aug. 18, 1965. If they do not, chapters should contact the Society office for assistance immediately.

It should be noted that some states require non-profit corporations to file a "Statement of Continued Existence" or other similar findings. More commonly, some states require corporations to file an annual report listing the most recently elected officers. In both instances, this information is used to keep state records up-to-date and a small filing fee is charged. Chapters should make inquiries of their respective secretaries of state, as well as local legal counsel, regarding all these documents and be guided accordingly.

3.1.4.3 Standard Chapter Bylaws

All chapters of the Society are governed by the Society bylaws, statements of policy and the "Standard Chapter Bylaws," which they are required to adopt as part of their chartering process. Bylaws may not be changed by individual chapters without the expressed consent of the Society Board, and then only if they also comply with local and state laws. A current copy can be found in the Society's *Rules and Regulations Handbook*.

3.1.4.4 Code of Regulations/Statements of Policy

Many chapters have supplementary operating procedures that are not covered by the standard chapter bylaws that they would like to incorporate into their governing documents. Since amending the bylaws is permitted only under limited circumstances or with Society Board approval, the chapter may adopt a code of regulations and/or policy statements to cover these procedures. Any chapter wishing to adopt such regulations or statements must submit the document to the Society G&B Committee for approval. This is to protect the chapter, and consists of simply sending the proposed document to the Society office. Acting on behalf of the Society Board, the G&B Committee will respond to the chapter within 30 days.

Following approval by the Society G&B Committee, a copy of the approved code, as well as a copy of the chapter board minutes

containing the adoptions approval, should be sent to the Society office for inclusion in their records of the chapter's documents.

Chapters that do not need a full code of regulations may choose to cover specific matters in separate policy statements (e.g., uniforms, music, eligibility for performance participation, etc.). These statements of policy should be reviewed by the Society G&B Committee prior to being officially implemented.

- **3.1.5 Chapter Communications**

- **3.1.5.1 Chapter-Member Communications**

- The ability to communicate by the chapter leadership is probably the most important facet of chapter behavior. Written and oral communications have the same requirements: they must be clear and understandable to attain the full reward of understanding and desired response. Facts must be known and presented clearly and in an orderly manner, be it orally or written.

- The chapter "handout" listing the upcoming chapter events is an example of brief language, clearly outlining the event, costume, time, etc. The chapter bulletin can be more aesthetic, with stories or cartoons that provide background and atmosphere mixed with pure facts. The primary objective still exists: the effective use of the medium to transmit and receive intelligence in the form of instruction, advice and/or information.

- **3.1.5.2 Chapter-District Communications**

- The communications highway between the chapter and the district is primarily the written word via the district bulletin and special notices via mail and e-mail. An equally important communications conduit between the chapter and the district occurs at the several annual HOD meetings that join chapter representatives with the district board of directors for matters of common concern and interest.

- Other links between the chapter and the district occur at district events such as Leadership Academy, conventions, harmony colleges, directors' guild meetings, and other instructional outlets. These links are part of the ongoing support structure provided chapter leaders through chapter counselors and the various district functional vice presidents who focus on chorus director development, M&PR, etc.

- **3.1.5.3 Chapter Bulletins**

- Chapter bulletins, whether weekly or monthly (or both), are one of the most important ways of communicating with members. PROBE, through its quarterly publication *PROBE*motor, provides encouragement and guidance to all Society bulletin editors in matters of writing, layout, clip art, and "how-to" articles.

- Bulletins need not be elaborate; weekly handouts or monthly publications in simple narrative style provide immense return on the investment.

3.2 District-Level Structure

The district organization's primary function is to implement Society-wide policies and programs at the chapter level and to achieve the district-selected annual goals. Each district has vice presidents or other specialists, trained in part by Society Committees, managed by the district presidents and accountable to both. The district presidents are fully informed and empowered

district officers who meet four times each year (twice by phone) with the Society executive director, the eight Society functional Committee chairmen and staff liaisons, and a Harmony Foundation representative as part of the Society's operations team. Through these meetings, the district presidents are fully informed of the Society's strategic plan and their responsibility for its achievement.

Each district, through election by its HOD , is administered by a:

- President
- Executive vice president
- Immediate past president
- Secretary
- Treasurer

Such number of board members-at-large and vice presidents as the district HOD shall determine. Often said vice presidents are aligned with the functional Society Committees, as follows:

- VP for chapter support and leadership training
- VP for chorus director development
- VP for contest and judging
- VP for events
- VP for marketing and public relations
- VP for membership development
- VP for music and performance
- VP for Youth In Harmony

In addition, the IPP remains as a district officer upon completion of his term of office. These thirteen officers constitute the district board of directors unless the district also elects other vice presidents or other officers as it deems necessary to carry on the business of the district, or removes vice president positions it no longer requires.

Prior to the beginning of his term of office, each district president-elect shall appoint an Ethics Committee and a Nominating Committee and seek out members for other such Committees and task forces as may be required to carry on the business of the district. These Committee and task forces must be given a specific charge, anticipated completion date, communications and interfaces, to whom they are reportable, and must have an approved budget.

- **3.2.1 District Mission Statements**

In keeping with the district's primary function, each should have a mission statement that is unique to its needs, while at the same time, satisfying the Society's purposes, as described in Article 2.01 of the standard district bylaws (*Society's Rules and Regulations Handbook*). A district mission statement that outlines the unified objectives of both the district and the Society can better focus the district's efforts on supporting the Society's strategic goals, as provided to the district presidents each year.

- **3.2.2 District Job Descriptions**

Job descriptions for the elected district officers listed are described in the following sections:

- **3.2.2.1 District President**

The CEO of his district. He manages well-trained operatives (district vice presidents) who are, in turn, chartered to ensure that Society programs are implemented at the chapter level.

He monitors all administrative functions and activities of his district, establishes annual priorities and goals for his district, and reports on progress toward achieving those goals to the Society Board, through his membership on the

operations team. Problems achieving those goals are to be so noted, along with corrective action, in those progress reports.

3.2.2.1.1 District Executive Vice President

The district president's assistant, and performs such duties as assigned him by the president. It is expected through not required, that he will succeed the president when that office is relinquished. His capabilities and background are similar to those of the president.

3.2.2.2 District Vice Presidents

3.2.2.2.1 Vice President for Chapter Support and Leadership Training

Responsible for coordinating, monitoring and maintaining an effective chapter counselor program in his district. To do so, he will work directly with the Society CSLT Committee to coordinate the recruitment and training of potential chapter counselors and chapter counselor trainers in and for his district, communicate and monitor its policies, and disseminate related chapter counselor and training materials within the district.

He will recommend the certification of chapter counselors and trainers from the district, when appropriate. He will coordinate and assist the CSLT Committee and Leadership Academy with managing Leadership Academy in his district.

3.2.2.2.2 Vice President for Chorus Director Development

Responsible for communicating with and providing feedback to the CDDC and to his district concerning all chorus director programs in the district, and will be responsible for communicating and coordinating CDDC policy within his district.

3.2.2.2.3 Vice President for Contest and Judging

Will act as a liaison between the Society C&J Committee and the district. He will communicate and coordinate Society C&J policy within the district.

He is responsible for organizing and administering all C&J activities within the district, and will promote and handle all applications of judging candidates from the district. He will schedule practice panels for district contests.

3.2.2.2.4 Vice President for Events

Responsible for effective planning, site selection and operation of all events held within the district, including conventions, musical festivals, alternatives to competition, music and leadership training schools, joint events with other a cappella singing organizations, etc.

3.2.2.2.5 Vice President for Marketing and Public Relations

Responsible to ensure that the district, its chapters, choruses and quartets have the marketing tools to take advantage of their unique assets, and to use them to increase market penetration of those assets and public awareness of the value of music education for personal enrichment. He will be the liaison between the district and the Society M&PR Committee.

3.2.2.2.6 Vice President for Membership Development

Responsible for implementing programs that will stimulate new members to join the Society in district chapters, and for seeking out attractive extension sites for new chapters within the district.

He is responsible for effective communications and the promotion of district activities through regularly distributed district bulletins, a web site home page, etc., and promoting the development of informative chapter bulletins.

3.2.2.2.7 Vice President for Music and Performance

Responsible for all music activities within the district that will improve and expand the musical knowledge and performance abilities of membership.

3.2.2.2.8 Vice President for Youth In Harmony

Responsible for implementing all Society and district Youth In Harmony programs and assisting chapters and their Youth In Harmony teams in working with music educators and school administrators to seek out education opportunities for young men that can be affected by the district, chapter or educator, including the establishment of harmony singing groups and opportunities for them to perform in festivals, workshops, clinics, chapter shows, contests, etc.

3.2.2.3 District Secretary

The recording and corresponding secretary for the district. He is custodian of the district calendar, chapter show clearances and licenses and district documents.

3.2.2.4 District Treasurer

The financial manager of the district budget, income and expense disbursements. He maintains financial records, analyzes expenditures, and is cognizant of state or province and federal or dominion policies regarding non-profit organizations.

- **3.2.3 District Committees and Other Positions**

Active Committees with motivated chairmen and members are the backbone of a fully functional district. Committees perform the majority of the on-going operations of an active administration, hence chairmen must be sought that will perform well and motivate their members to achieve equal effectiveness.

3.2.3.1 District Nominating Committee

This Committee is identified in the standard district bylaws, and begins its work early each year to assure that its slate of candidates is in hand by Aug. 15 each year.

This Committee is charged in the bylaws to present a slate of prospective officers to the HOD as follows:

- District president
- District executive vice president
- District vice presidents for, unless otherwise provided in the bylaws:
 - Chapter support and leadership training
 - Chorus director development
 - Contest and judging
 - Events
 - Marketing and public relations
 - Membership development

- Music and performance
- Youth In Harmony
- District secretary
- District treasurer
- Other such officers desired by the district

The district nominating Committee must review job descriptions, current or past performance of the prospective candidates, their leadership qualities, barbershop experience, and other qualifying experiences to determine their ability to function as team members.

The district nominating Committee schedule for all but Society Board member (if to be elected) is as follows: the slate must be presented to the district's HOD a minimum of 30 days prior to the election, and a copy submitted to the Society office by Aug. 15. the responsibility of the Committee is ended upon submission of the slate to the district president and district secretary and is released for publication in the district bulletin.

If a Society Board member is to be elected from the district or its paired district, the nominating Committee must receive résumés from potential nominees for Society Board member by Jan. 15. It will then communicate with the nominating Committee of the paired district and the Society nominating Committee by the end of Feb., to offer its candidates and to determine which candidates for the position offered by the paired district will be acceptable to it.

3.2.3.2 District Ethics Committee

The Committee is identified in the standard district bylaws and is charged to investigate and take any necessary action relating to alleged violations of the Society Code of Ethics which have been referred to the committee pursuant to the Society ethics complaint policies, procedures and regulations.

3.2.3.3 Other District Committees

In addition to the nominating Committee, other district Committees or task forces may be created by the district president as required.

The Committee structures may be patterned after Society Committees, as described in Section 3.3.3.

Beginning in 2005 at the latest, each district should have a district operations team whose composition is left to the district. These teams may be distinctly separate from district boards, and will work with the Society operations team to engage in the planning and fulfillment of district-related work plans.

3.2.3.4 Chapter Counselor

Each chapter is assigned a chapter counselor by the Society's CSLT Committee. His responsibility is to be a friend of the chapter that assists the chapter in establishing a mission statement and objectives, then helping the chapter meet those objectives.

3.2.3.5 District Harmony Foundation (Sing Harmony Canada¹) Chairman

It is the Society's charitable mission to preserve our musical legacy through support of vocal music education in our schools and communities. The district Harmony Foundation chairman's primary responsibilities are to inform chapters and the district board of Harmony Foundation, Sing Canada Harmony¹ and Society charitable mission activities and ensure that such activities are supported at the chapter and board levels through fundraising opportunities.

(¹Only where there are Canadian chapters in the district)

3.2.3.6 District Vice President for Financial Development Harmony Foundation (U.S.A.) or Sing Canada Harmony (Canada)

Leads a team that is responsible for the implementation of an integrated, comprehensive and successful district financial development program. He is responsible for Harmony Foundation activities in the US and Sing Canada Harmony activities, when there are Canadian chapters in the district.

- **3.2.4 District Governance Documents**

The primary governance documents that guide and support the district are district articles of incorporation, standard district bylaws, district operating procedures/codes of regulations and a number of district event-specific procedures. Each is described below:

3.2.4.1 Establishment of Districts

The district association of chapters is established by action of the Society Board upon completion of necessary documents and approval of the Society president.

In accordance with Sections 10.01 and 10.02 of the Society bylaws, districts are created, supervised and controlled by the Society Board.

3.2.4.2 District Articles of Incorporation

Each district must file for and keep current articles of incorporation in the state (or equivalent document in a Canadian province) where it operates. The Society is incorporated on a non-profit basis; hence, each of the separate districts may qualify for similar status in its respective states. It should be noted that various state laws specify specific rules and requirements that must be adhered to by the district if its status of incorporation is to be current and valid. Future, district administrations are urged to examine their records to determine if their original articles of incorporation have been amended to conform to the stated purposes of the Society. Amendments to original articles of incorporation will bear a date after Aug. 18, 1965. If they do not, districts should contact the Society office for assistance immediately.

It should be noted that some states require non-profit corporations to file a "Statement of Continued Existence" or other similar findings. More commonly, some states require corporations to file an annual report listing the most recently elected officers. In both instances, this information is used to keep state records up-to-date and a small filing fee is charged. Districts should make inquiries of their respective secretaries of state (or in Canada the provincial secretary) regarding all these documents and be guided accordingly.

3.2.4.3 Standard District Bylaws

All districts of the Society are governed by the Society bylaws, statements of policy and the "Standard District Bylaws," which they are required to adopt as part of their chartering process. Bylaws may not be changed by individual chapters without the expressed consent of the Society Board, which is obtained through the approval of the G&B Committee acting on behalf of the board, and then only if they also comply with local and state laws. A current copy can be found in the Society's *Rules and Regulations Handbook*, pg. 44-49.

3.2.4.4 Code of Regulations/Statements of Policy

Many districts have supplementary operating procedures that are not covered by the standard district bylaws that they would like to incorporate into their governing documents.

Since amending the bylaw is permitted only under limited circumstances or with Society Board approval, the district may adopt a code of regulations and/or policy statements to cover these procedures. Any district wishing to adopt such regulations or statements must submit the document to the Society G&B Committee for approval. This is to protect the district (and Society), and consists of simply sending the proposed document to the Society office. Acting on behalf of the Society Board, the G&B Committee will respond to the district within 30 days.

Following approval by the Society G&B Committee, a copy of the approved code, as well as a copy of the district board minutes containing the adoption approval, should be sent to the Society office for inclusion in their records of the district's documents.

- **3.2.5 District Communications**

Each district has the need to communicate not only inwardly to its chapters and members, but also outwardly to the Society, in order to stay current on activities, policies and directives. Meetings of the Society operations team provide a first-hand opportunity to be part of the decision-making process on modifications of current policy or developing matters.

Society and district bulletins are received on a regular basis, such as *The Harmonizer* and *LiveWire*, and thus provide information from Society leaders such as the president, executive director, and others. Inasmuch as individual members receive both the Society and district bulletins, and many monitor and participate in the Internet's *Harmonet*, a healthy communications environment is available. District administrators also rely on chapter bulletins to provide a barometer of chapter/member reactions and attitudes.

Web home pages on the Internet are available for many districts, providing a brief history of the district and acting as a district director of officers, chapter, quartets, and source of general information.

District directories provide information to members in considerable detail, listing district officers, Committeemen, and chapter administration in a compact form.