



## **CEO Report Winter 2015**

### **2015 Aims and Program Alignment**

#### **Four goals, five areas of focus**

**Goal 1:** BHS Rebranding effort and launch

**Goal 2:** Financial Rebalance

**Goal 3:** Leverage success of Outreach and grow to new heights

**Goal 4:** All members working together

**Area 1:** Help with recruiting

**Area 2:** More visits from and communication with officers and staff

**Area 3:** Provide coaching help to chapters

**Area 4:** Help chapters plan and implement shared activities

**Area 5:** Modernize music and arrangements available through BHS

### **Programs aligned to Purposes (from bylaws)**

- To perpetuate the old American institution, the Barbershop quartet, and to promote and encourage vocal harmony and good fellowship among its members throughout the world by the formation of local chapters and districts composed of members interested in the purposes of this corporation

#### **[Membership]**

- To hold annual, local, district, state, national and international contests in quartet and chorus singing **[Events and Conventions]**

- To encourage and promote the education of its members and the public in music appreciation, and

#### **[Harmony University]**

- To promote public appreciation of Barbershop quartet and chorus singing by publication and dissemination thereof; **[Marketplace]**

- To initiate, promote and participate in charitable projects and to establish and maintain music scholarships and charitable foundations **[Outreach]**

- To initiate and maintain a broad program of musical education, particularly in the field of vocal harmony and the allied arts **[Harmony University]**

## General Updates

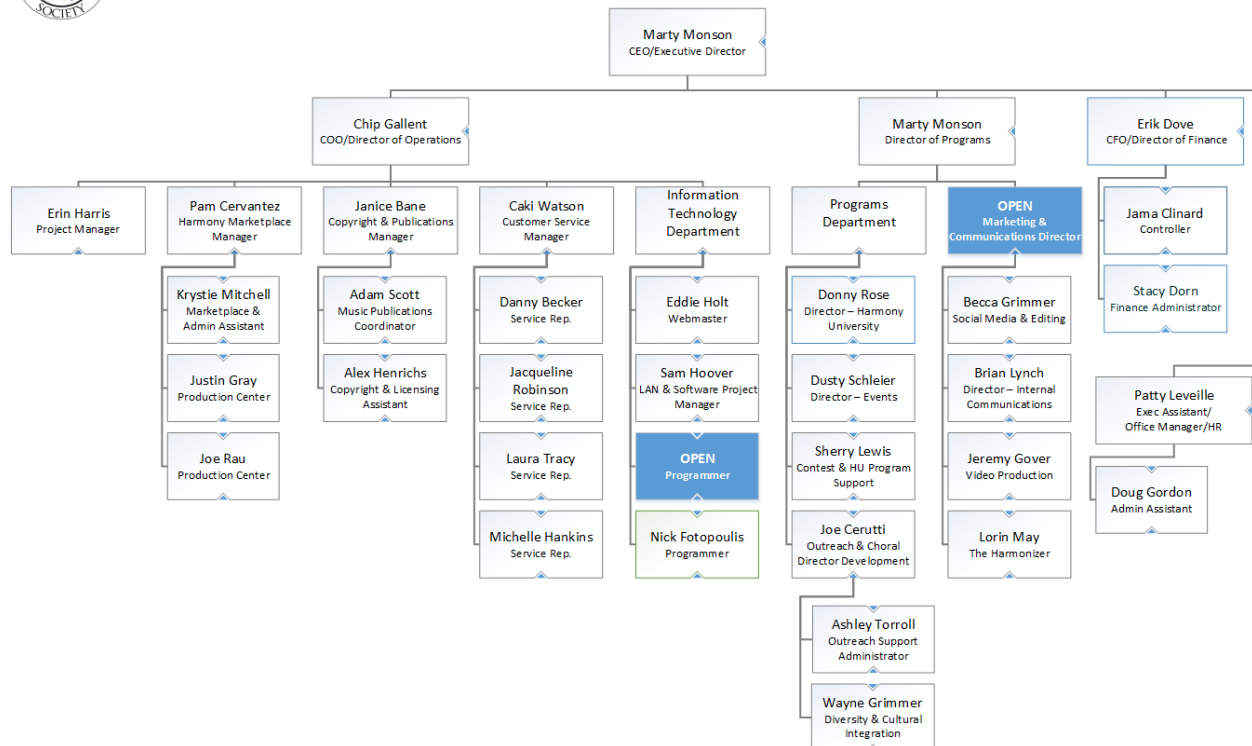
### People (staff, interns and volunteers):

- Staff full-time – 31
  - Krystie Mitchell - Merchandise/Administrative Asst
- Contractors – 2
  - Amy Rose - Social Media (filling in for Becca Grimmer's maternity leave)
- Staff part-time – 1
- Open Positions:
  - IT Programmer – 1st Qtr
  - Marketing Director – TBD



**Organization Chart**

Current as of 12/22/14



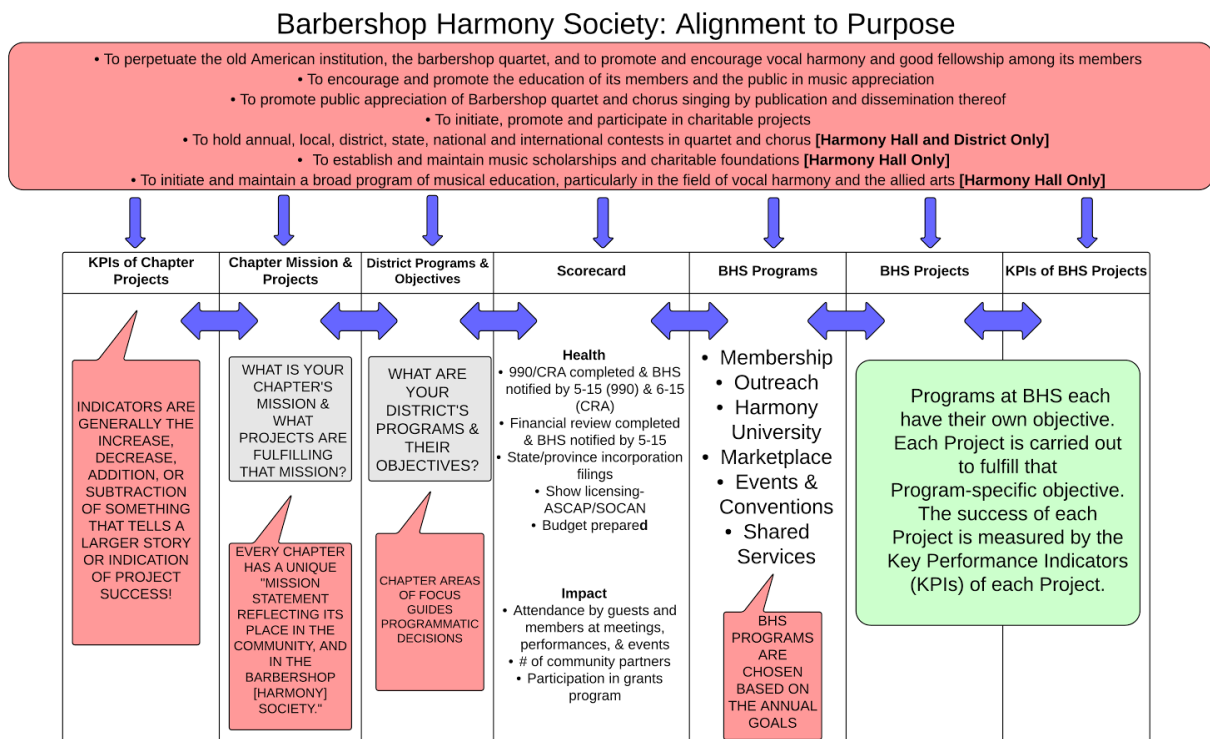
## 2014 COMPLETED PROJECTS:

Program	Project	Summary/Result
Membership	Branding Initiatives- Phase 1- Build Brand Standards Manual	Finalized brand standards manual. Now have consistent signifier, logo, and other visual aspects of our printed and online materials. Using these in all external communication
Membership	Media Inventory – Phase 1: Inventory	Inventory delivered to BHS; Inventory to be used in RFP development in 2015
Membership	Chapter Areas of Focus	Districts provided one year of quarterly updates to begin measuring success of Districts and linking to overall purpose; Data analyzed and scorecard drafted and finalized for Harmony Hall and Districts to measure organizational health & impacts; HarmonyHall/District letters were sent out to each chapter president summarizing the year of CVP progress
Membership	eHarmonizer	Electronic version of Harmonizer completed
Membership	Online Member Application	Enabled all prospective members to apply online
Membership	Updated Youth Policy	Included the recommended approved changes by the board to the new member application
Membership	Reduce EZDues Missed Captures	Reduced missed captures by 73%
Membership	Storytellers	Captured 300+ stories through PROBE, sent to Lorin directly, and barbershophq.com but adjusted for overlap and duplicates; does not include social media
Membership	Banner Materials	Created new offering for members to use BHS-branded banners at their events, conventions, and shows
Membership	Customer Service Upgrades	Created and implemented restoring lost years of service online process, created process to replace outdated applications, labeled female arrangements on website, labeled special order arrangements on website
Outreach	Grants Management Process Enhancements	Online granting system to automate capture of, evaluation of, awarding of, and post event management of all grant events which is growing at a 30% clip. Overhauled the entire granting process- 100+ applicants in 1st application window; Granting process that will allow for appropriate program tracking and reporting about the health of the program;
Outreach	Youth Chorus Festival	Decision made to not have second YCF; program steps documented; All available chorus slots for the next year's Youth

	Program Planning	Chorus Festival(s) are filled with registration and deposit received by May 1
<b>Outreach</b>	NAfME	Took advantage of partnership opportunity with NAfME at 2014 convention; Will continue to build that relationship in 2015 and connect with music educators across the country
<b>HU</b>	HU classes for International Convention	HU classes will be at International; Increased headcount year-over-year
<b>HU</b>	Leadership Forum Development	Successful leadership forum that was less about COTS and more about leadership. Raw notes, an executive summary, and scheduling Basecamp trainings has been completed. Preparing to transition LF from standalone weekend to part of HU by 2016.
<b>Marketplace</b>	Marketplace Inventory Reduction & Streamlined Operations	Inventory reduced by 60%; Over 13,000 orders shipped including 23 District Shops; 40% Margin Average on all products sold; Mid-Winter sales were highest since 2010; Quartet Kit Development & Sales Success; New Vendor Relationships; New Test Market Strategy
<b>Marketplace</b>	DVD and CD International production	COMPLETED - All media uses are cleared and active tracks licensed. We have shipped all orders from Aptify. had to reorder to fill HF.orders.
<b>Marketplace</b>	Learning Tracks	Top 100 songs have learning tracks; Track purchases of Top 100 learning tracks in a separate metric to determine revenue generated and ROI (10% growth)
<b>Marketplace</b>	Hal Leonard Partnership Development	COMPLETED (2014) - \$13K in sales since February 2014. ONGOING (2015) - New shipments of arrangements will be shipped.
<b>Events &amp; Conventions</b>	International Saturday Night Spectacular	Capture and demonstrate to the BHS community the meaning and brand of BHS, the stories of our members, impact on our communities through singing and barbershop harmony; International surveys reflect positive support for the continued SNS program
<b>Shared Services</b>	Coupon code music exclusion	Music purchases are not calculated in coupon discounts; No more discounts on sheet music
<b>Shared Services</b>	Transitioned insurance information to service center	Customer Service is now processing insurance questions
<b>Shared Services</b>	2013 Audit	Company audit for financial statements resulting in IRS 990; board governance policy for audit
<b>Shared Services</b>	Staff equipment upgrade/acquisition	New equipment provided to staff; Increased productivity
<b>Shared Services</b>	Unpacked 80 boxes of donated media	Inventory identified for reduction; space cleared; improved community relations with arts magnet school by providing community service

Shared Services	Document workflow for contests and CBQC	Organized document for IT and SCJC to make technology enhancements for improvements to ensure growth plans for 2015; Data capture to allow for appropriate technology integration and automation from current manual administration
Shared Services	Corporate Project Management System	BHS HQ trained, PM software and processes implemented, full time Project Manager hired
Shared Services	Internship Program	Three college students representing Belmont Univ, Ohio Northern Univ and Luther College worked an average of 30 hours a week for two months in the areas of HU, Marketing and Events respectively; Provided great experience for students' futures while assisting the BHS with much needed resources during the busiest time of the year. Estimated volunteer contribution was over 1200 hours and improved work environment for our staff
Shared Services	Insurance	Completely revamped insurance process creating new request form, FAQs, key terms and definitions, email memo to chapter officers, etc.

## BHS ALIGNMENT TO PURPOSE:



## BHS ALIGNMENT TO PROGRAM CAPACITY:

2015 PROGRAM PLANNING	PURPOSE & MISSION	2015 AIMS/ GOALS	OUTCOMES	OBJECTIVE	STRATEGIES	KPIs	BASIC DESCRIPT. OF SERVICE(S)	TARGET MARKET(S)	COMPETITORS	COLLABORATORS	LAWS & REGULATIONS	POSITIONING STATEMENT	"SALES" PLAN	ADVERTISING/PR PROMOTIONS PLAN	PR & MEDIA PLAN	PROGRAM EVAL./REVIEW	BUDGET
MEMBERSHIP	• To perpetuate the old American institution, the barbershop quartet, and to promote and encourage vocal harmony and good fellowship amongst its members • To encourage and promote the education of its members and the public in music appreciation • To promote public appreciation of Barbershop quartet and chorus singing by publication and dissemination thereof • To initiate, promote and participate in charitable projects • To hold annual, local, district, state, national and international contests in quartet and chorus [Harmony Hall and District Only] • To establish and maintain music scholarships and charitable foundations [Harmony Hall Only] • To initiate and maintain a broad program of musical education, particularly in the field of vocal harmony and the allied arts [Harmony Hall Only]	Goal 1: BHS rebranding effort & launch Goal 2: Financial rebalance Goal 3: Leverage success of Outreach and grow to new heights Goal 4: ALL members working together <ul style="list-style-type: none"> <li>Area 1: Help with recruiting</li> <li>Area 2: More visits from and communication with officers and staff</li> <li>Area 3: Provide coaching help to chapters</li> <li>Area 4: Help chapters plan and implement shared activities</li> <li>Area 5: Modernize music and arrangements available through BHS</li> </ul>		★		★											★
OUTREACH						★											★
HARMONIZER				★		★											★
HU				★		★											★
MARKETPLACE				★		★											★
EVENTS & CONVENTIONS				★		★											★

## PROGRAMS:

### Membership Services

BHS Current State - 12/1/2014		Members			Non-Members			
Member Class	Code	New Last 12 Months	Renewed Last 12 mos	Total	Unrenewed	Cancelled	Deceased	Lapsed
Deceased	DC			-	38		7,862	
Life Member	LF		125	125	1			22
Regular 50-Year	R5		28	28	1			
Regular Member	RG	1,076	11,633	12,709	878	1,568		68,275
Senior 50-Year Member	S5		1,117	1,117	21	18		92
Senior Legacy	SL		4,014	4,014	238	335		1,883
Senior Life 50-Year Member	L5		62	62				1
Senior Life Member	LS		36	36	1			4
Senior Member	SN		2,564	2,564	102	244		16,307
Youth	Y2	456	775	1,231	213	108		1,920
		1,532	20,354	21,886	1,493	2,273	7,862	88,504

## District & Chapter Statistics & Metrics

District EOM Report - Dec 1, 2014														
District	Members					Members/Chapter	Chapters							
	Current	Last Yr	Δ	New Last 12 Months	Unrenewed/Lapsed Last 12 mos		Current	Last Yr	Δ	<=8 Members	>=4 Chapter Officers Named	% of Total Chapters	2013 990/CRA Filings	% of Total Chapters
							Shows Last 12 Mos							
CAR Cardinal	680	737	-7.73%	73	214	24.29	28	28	0.00%	9	22	79%	20	71%
CSD Central States	1,795	1,902	-5.63%	161	494	32.05	56	56	0.00%	7	53	95%	44	79%
DIX Dixie	788	808	-2.48%	96	193	31.52	25	25	0.00%	1	23	92%	17	68%
EVG Evergreen	1,460	1,544	-5.44%	169	460	26.07	56	58	-3.45%	9	52	93%	35	63%
FHT Frank Thorne	94	92	2.17%	17	13	94.00	1	1	0.00%					
FWD Far Western	2,375	2,515	-5.57%	228	624	30.84	77	77	0.00%	7	69	90%	51	66%
ILL Illinois	865	923	-6.28%	60	233	27.03	32	32	0.00%	4	28	88%	21	66%
JAD Johnny Appleseed	1,557	1,677	-7.16%	124	426	30.53	51	51	0.00%	4	48	94%	42	82%
LOL Land O Lakes	1,582	1,658	-4.58%	156	477	31.02	51	51	0.00%	2	46	90%	42	82%
MAD Mid-Atlantic	2,806	2,978	-5.78%	281	720	30.17	93	93	0.00%	8	84	90%	47	51%
NED Northeastern	1,561	1,639	-4.76%	121	391	27.39	57	58	-1.72%	5	55	96%	41	72%
NSC Carolinas	736	759	-3.03%	103	210	26.29	28	28	0.00%	3	26	93%	21	75%
ONT Ontario	1,079	1,152	-6.34%	92	282	32.70	33	34	-2.94%	2	31	94%	13	39%
PIO Pioneer	884	945	-6.46%	63	237	31.57	28	28	0.00%	2	26	93%	14	50%
RMD Rocky Mountain	862	916	-5.90%	89	234	25.35	34	34	0.00%	4	30	88%	23	68%
SLD Seneca Land	701	748	-6.28%	53	181	20.62	34	34	0.00%	5	31	91%	19	56%
SUN Sunshine	1,323	1,395	-5.16%	94	363	34.82	38	38	0.00%	2	36	95%	35	92%
SWD Southwestern	1,274	1,295	-1.62%	164	363	27.11	47	46	2.17%	12	39	83%	39	83%
Totals	22,422	23,683	-5.32%	2,144	6,115	29.16	769	772	-0.39%	86	699	91%	524	68%
BHS	21,884	23,120	-5.35%											

\* Variances in District & BHS data are due to the influence of dual members.

## Chapters YTD - 2014

- Current: 756 + Frank Thorne
- New: 3 (not reflected in data due to Data model in Aptify)
- License Kit Inquiries: 10
- Licensed: 1
- Revived: 1
- Dissolved: 7

## Customer Service Updates

**Insurance:** Working with The Crichton Group, Customer Service developed a new process for obtaining a certificate proving insurance coverage. This included creating a new request form, defining key terms and adding four new insurance related sections to our FAQs on the website (<http://barbershop.org/support.html#coverage>). An email to chapter officers outlining this

process (and the necessity for the changes) is scheduled to be sent in December before the Holiday Break.

**Online Membership Application:** The method for folks to submit their membership information online is fully functional. This new system allows them to create their own person identification records in our system and create an order for membership. The order is held until selected chapter officers sign on to eBiz and approve the prospective members. Frank Thorne applicants are approved by Headquarters Staff. We will continue bug-testing it for the next few weeks, and an email outlining this process to the selected chapter officers is scheduled to be sent in January after Midwinter.

**Harmonymarketplace.com Clean Up:** To improve the customer experience we updated some product listings on the Harmony Marketplace website. All songs arranged for women now clearly indicate in the product title that they are FEMALE arrangements. Some of our arrangements have copyright licenses with strict stipulations that must be special ordered through the music library. These arrangements are still advertised on the website, but have instructions to contact the library directly to make arrangements to purchase. Both of these projects eliminate a lot of confusion for the customers and back and forth contact between them and the customer service department.

**Helpscout Stats:**

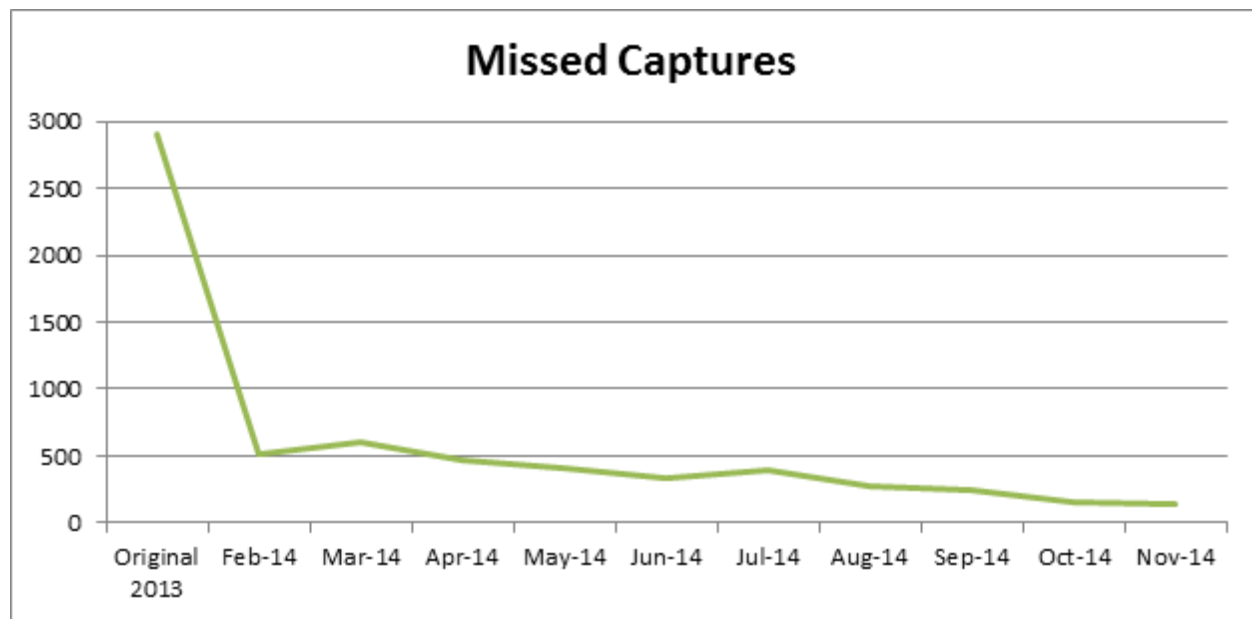
	Total Email Conversations	Total Customers Helped	Conversations Per Day
Nov-14	1661	1427	57
Oct-14	2278	1022	75
Sep-14	2371	1130	81
Aug-14	1973	916	65
Jul-14	1530	707	51
Jun-14	1582	745	54



### Phone Stats:

	Total Phone Calls	Total Talking Duration	Average Talking Duration Per Call
Nov-14	3080	62 h 34 m	2 m 49 s
Oct-14	4191	81 h 9 m	2 m 43 s
Sep-14	4518	86 h 6 m	2 m 47 s
Aug-14	4061	77 h 23 m	2 m 57 s
Jul-14	2925	53 h 26 m	2 m 50 s
Jun-14	3680	60 h 46 m	2 m 32 s

**EZDues Stats:** Continuing to decrease the number of members with outdated payment information – currently reduced by 95% of what we inherited in 2013 and 73% of what we began with this year.



**Challenges:** Our top challenge continues to be managing the workload in the department when technology is a hindrance rather than an asset. We have made some strides in technology improvement outside of AmeriCommerce/Aptify/eBiz (highlighted above), but we still hit roadblocks in our operating systems daily.

### 2015 Membership Application:

Following is the first page of the 2015 Membership Application. It incorporates many changes from the 2014 Application. We removed the automatic enrollment and the opt out of EZDues box as a direct result of customer feedback that it was misleading/confusing. It is now easier to choose and clearly indicate which payment plan the new member wants. We added the Youth

Policy to the paragraph the applicant must agree to uphold - special emphasis added by including the direct link to download the actual Youth Policy. We also included a section for gathering data on how the applicant first heard about the Barbershop Harmony Society. We can now collect this feedback and store it in the membership database system; this allows us to determine where we are actually reaching our audience and enables our future marketing efforts to be better targeted for success.

# Membership Application new • reinstate • dual • transfer

110 7<sup>th</sup> Ave N, Nashville TN 37203, [customerservice@barbershop.org](mailto:customerservice@barbershop.org) FAX: 615.313.7620 TOLL FREE: 800.876.SING

<b>SECTION I - Personal Information (please print clearly)</b>			<b>Previous /Current Member #</b> (if known)	
First Name	Middle	Last Name	Nickname (if preferred check box) <input type="checkbox"/>	
Street Address		City	State/Province	Zip/Mailing Code
<input type="checkbox"/> Opt out of Harmonizer Hard Copy				
Birthday (MM/DD/YYYY)	Cell Phone	Home Phone	Work Phone	
Sponsor Info - Name/Member #	Spouse/Significant Other		Email	
How Did You Hear About Us? (Check One) <input type="checkbox"/> Outreach Event <input type="checkbox"/> Chorus Performance <input type="checkbox"/> Social Media (Twitter, Facebook, etc.) <input type="checkbox"/> Member Referral <input type="checkbox"/> Quartet Performance <input type="checkbox"/> Singing Valentine <input type="checkbox"/> BHS Website <input type="checkbox"/> Other (please specify) _____				
<b>SECTION II - Membership Options: Important CHAPTER information</b>			What chapter are you joining?	
<input type="checkbox"/> New/Reinstating Membership: \$10 processing fee + Membership Dues <input type="checkbox"/> Dual Membership: \$10 processing fee (Dualing into a different district requires district dues) <input type="checkbox"/> Transfer Membership: Transfers do not require payment but must be current See page 2 for Membership Reporting and Dues Calculations			Name: _____ Code: _____ What chapter are you leaving? (Transfers only) Name: _____	
<b>PLEASE NOTE:</b>	<b>SECTION IIIA - Annual Payment Plan</b>		<b>SECTION IIIB - EZDues Monthly Payment Plan</b>	
The Society offers two options for payment: Annual Payment <b>OR</b> EZDues Monthly Payment option. If you wish to pay annually, please fill out your information in section IIIA. If you prefer EZDues, please fill out your information using section IIIB. More information on this payment plan is located on page 3. Please also fill out EZDues Enrollment form (page 4) for monthly installment payment information which will start in your second month of membership.	<b>METHOD OF PAYMENT</b> <input type="checkbox"/> Check <input type="checkbox"/> Credit Card <b>New/Reinstating/Dual Fee:</b> \$10 <b>Society Dues:</b> _____ <b>District Dues:</b> _____ <b>Chapter Dues:</b> _____ Canadian Exchange: _____ (see pg. 2) <b>TOTAL (USD):</b> _____ credit card number (Visa, Master, AmEx, Discover) _____ / exp. date _____		<b>METHOD OF PAYMENT for ½ priced first year dues</b> <input type="checkbox"/> Check <input type="checkbox"/> Credit Card <b>New/Reinstating/Dual Fee:</b> \$10 <b>Society Dues</b> at ½ regular price for first year \$60 <b>District Dues</b> at ½ regular price for first year _____ <b>Chapter Dues</b> at ½ regular price for first year _____ Canadian Exchange: _____ (see pg. 2) <b>TOTAL (USD):</b> _____ credit card number (Visa, Master, Discover) _____ / exp. date _____ By initialing here, you indicate that you understand the terms and conditions of this membership option. _____	
<b>SECTION IV – Authorization (Please ensure both applicant and chapter officer sign this agreement.)</b>				
<b>Applicant:</b> I hereby agree, upon being accepted, to abide by the bylaws and policies of the Barbershop Harmony Society. I attest that I have read and I accept and agree to conduct myself in a manner consistent with the Society Code of Ethics and Youth Policy ( <a href="http://www.barbershop.org/youthpolicy">www.barbershop.org/youthpolicy</a> ).			<b>Officer:</b> Chapter approval for this application is hereby granted. (Headquarters office will approve Frank Thorne members by CEO signature.) <b>Applicant's membership starts the date the application is signed.</b>	
Signature of applicant _____ Date _____			Signature of officer _____ Officer Member Number _____	

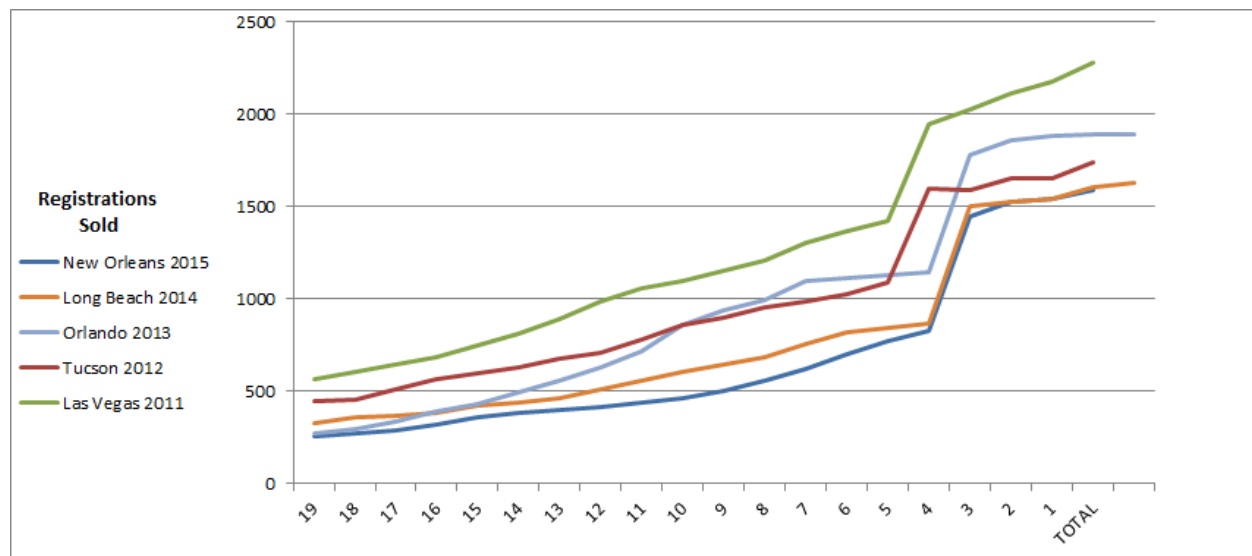
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## **EVENTS/CONVENTIONS**

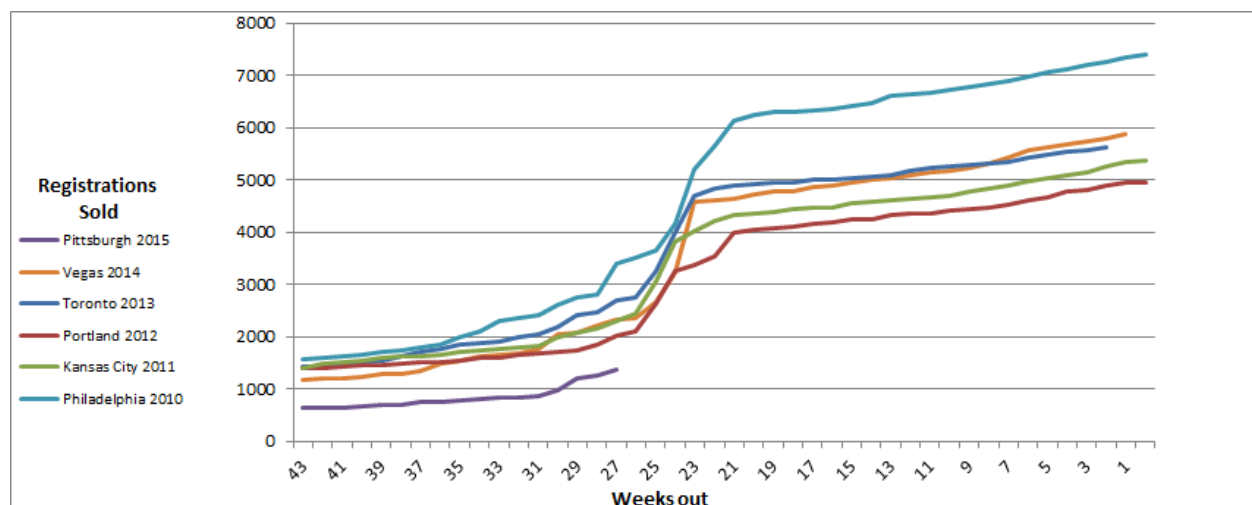
Event Volunteers - A new software solution is being implemented to assist in the best practice gathering and project management of volunteers at each convention city. More details will be provided in future CEO reports.

### **Midwinter Convention: New Orleans**



- Registrations are less than in years past. This lower purchasing trend has been taken into account in our 2015 budget reflecting 1600 total attendees.

### **International Convention: Pittsburgh**



- We are behind relative to the prior year's convention in Las Vegas. Many choruses are waiting until the January 15th earlybird deadline to make their group orders this year.

## **Convention Planning**

### ***Future International & Midwinter Conventions***

Over the past 12 months, we've considered the feedback provided by the Board in our November 2013 presentation, discussed with the Events committee and special events team regarding current challenges with our convention model. A new evaluation matrix was created and will be used in selecting the set of convention sites. Due to the lack of 5000+ seating venues, we need to secure the International conventions sites within the next 3-6 months before those selective venues begin to go up in price or not be available.

### ***Selection Process Update***

We are in the final stages of the International Convention Site Selection (2020 & 2021) as well as Midwinter (2017). Over 15 cities have started the process of bidding, and we have narrowed the field down to the finalists below based on the Bid Evaluation Matrix.

All of these finalist cities are attractive locations, convenient (no bussing needed), and will offer a significant financial contribution back to the Society. This year we are looking at venues that will be more intimate for our art form, and should provide an upgraded experience for our attendees.

### **Finalist Cities for the 2020 & 2021 International Convention:**

<b>City</b>	<b>HQ Hotel</b>	<b>Venue</b>
Los Angeles	JW Marriott	Nokia Theater (7,100 seat theater)
Las Vegas	Planet Hollywood Resort	Planet Hollywood Theater (7,000 seat theater)
Denver	Hyatt Denver	BellCo Theater (5,100 seat theater)

*Timeline:* Bids are currently being reviewed and modified. We plan to make a final selection before Midwinter 2015.

**Finalist Cities for the 2017 Midwinter Convention:**

City	HQ Hotel	Venue
Orlando	Various	Various
Phoenix	Sheraton Phoenix Downtown	Comerica Theater (3,000 seat theater)
San Antonio	Marriott Riverwalk	Lila Cockrell Theatre (2,000+ seat theater)
Honolulu	Hilton Hawaiian Village	Honolulu Convention Center Ballroom (flat floor with stage set-up)

*Timeline:* Bids are currently being reviewed and modified. We plan to make a final selection before March 2015.

**2018 Midwinter Convention:**

- Multiple options are still being considered

**HARMONY UNIVERSITY**

Plans for our 2015 Belmont week-long experience are looking great! In late December we learned capacity of the week long experience is now 750, and we expect to sell out by April. We offered an online application for faculty, and were able to capture men and women outside of BHS who are master teachers, but may not have been on our BHS radar. We offered invitations to 6 of the 50 applicants, and will offer a second opportunity to our 46 not invited to teach at HU Pittsburgh, where our staff can evaluate the teaching chops of these men and women who hope to join us in the future. We have identified deans for each of our colleges, and have removed and combined classes, and are renaming many classes with confusing titles. We are offering 200 private voice lesson slots, 100 private conducting and 100 arranging lessons to our students. We are very excited about adding office hours for our students to have more one on one contact time with our faculty each day. We are planning more video recording of all large group activities as well as finally capturing David Wright's History of Barbershop classes. These recordings will then be available online for the us to share with the world and teach our members and the curious about our history! Saturday will now be a day to put all our lessons learned into action, by going into Nashville as performing groups. Our coaches will follow us for each of the 3 to 4 performances in town, giving feedback, then performing at the new venue, giving feedback, then performing again. Best of all, these performances are at regular music venues, where patrons expect a quality performance, regardless of the genre. Men in women we did not attend HU as part of a performing group

will be performing in a combined chorus, using songs presented in our general sessions.

Our HU Year Round classes are being altered to fit our customers demands as well. Midwinter will offer our first *All Chapter Chorus* , and as of late December we have 120 men signed up to sing with our top five quartets, under the direction of Greg Clancy. Our large offering of classes at International will continue, but times will be moved towards more popular times of the day (no more 8 AM classes). The focus for our convention educational offerings is to have more participatory classes, rather than sit and listen classes. Our members are tired of sitting and want to DO something!

HU online is finishing up one of our largest undertakings yet. We will be offering 12 hours of online conducting lessons, geared for our chapter conductors who have not recieved any formal trainging in conducting. A six part series covering everything from stance, basic conducting patterns, how to start and stop, how to cue, and comon challenges directors face. We have broken the lessons into 6 lessons, and with the help of BHS marketing, the packaging of the instruction is very professional and will be a gold mine to our members. Master teacher and director Larry Bean has put this together, and will serve our members 24/7 for years to come.

### **LEADERSHIP FORUM**

On November 1- 3, 2014 at the Airport Marriott, the Society hosted 80 leaders at the 2014 Leadership Forum- *We sing. We serve.* We had representatives from 15 of our 17 districts. Twenty-five of these men were invited as “future leaders” with districts grooming these men for foreseeable leadership roles with the Society.

For years the Society and its members have allowed the focus of the majority of its time and efforts to be on singing, performing and competing. It is understandable as it is easier to focus inwardly on ourselves rather than engaging the broader communities in which we live. The renewed strategic vision for the organization continues to celebrate these long held traditions and strive for excellence through competitions. Equally importantly, however, this strategic vision returns us to our roots to emphasize one of the best kept secrets of the organization: serving others.

We serve others through song, through good deeds, through helping hands, through fundraising, and much more. The BHS Leadership of today, tomorrow and the future must think differently, act differently. They must encourage and cultivate the dual nature of the organization's strategic focus in order to build its long term success.

Simply put, we need to ensure that at every level of our Society, we and others outside our organization, connect us to a simplified purpose: we sing, we serve, we bring joy to each other. This is who we are; what guides us. This is what enriches us, makes us feel good. This is what separates

us from other organizations, what keeps us coming back and what attracts others to join. This is what we need to tell others we're all about.

## **OUTREACH**

- CBQC
  - Video Qualifications to be launched in January of 2015
  - Deadline for CBQC quartets to qualify for Pittsburgh moved earlier to May 10, 2015
- YCF
  - 17 Youth Choruses Registered for 2015
    1. 52Eighty - RMD, Sound of the Rockies
    2. Chandler HS Men's Choir - Chandler High School/Unified School District
    3. Cleveland Heights Barbershoppers - Cleveland Heights High School
    4. East Coast Sound - Montclair, NJ Chapter
    5. Foothills Sound - DIX, Powell High School, Surrounding Schools
    6. Frequency - RMD, Denver MountainAires, Denver Public Schools
    7. Georgia Spirit - DIX, Atlanta Metro and Greater Atlanta Chapters
    8. The Good Life Chorus - CSD, Lincoln Chapter
    9. Harmony 2 Go - LOL, Universities of Regina and Saskatchewan
    10. Melodic Morristown Men
    11. Music City Youth Chorus - DIX, Music City Chorus
    12. Ontario Youth A Cappella Chorus (O YA Chorus) - ONT
    13. Pacific Suns - La Jolla Chapter, San Diego Chapter
    14. The Recruits - CSD, St. Charles, MO Chapter
    15. Southern Gentlemen - Georgia Southern University
    16. The Voice - PIO
    17. The Young Guns - SWD
  - Pre-registration open for 2016
  - Age limit modified to 25 and under for 2016 Youth Chorus Festival
- A Better World. Singing grants
  - 2014 YTD results summary
    - Of the 73 Grants that were awarded initially:
      - 56 grants were funded
        - 304 music educators reached
        - 6,537 students reached
        - Total of \$99,393 funded
      - 9 events are pending funding
        - 1,486 Anticipated Attendees



- \$12,925 Anticipated Funding
  - 8 events have cancelled
- 2015
  - We reached our goal of 100+ applicants in just the first application window with a total of 103 applications received
  - We recruited a qualified team of 26 men and women from within and outside of our organization to thoroughly review each application. Every application had been evaluated by 2-5 reviewers, depending on the type of grant and funding requested.
  - 60 Grants were awarded in the first window (44 Direct, 14 Vision, 2 Innovation) totaling \$129,166 (\$60,206 Direct, \$67,960 Vision, \$2,200 Innovation)
  - 30 grants were denied in the first window (22 Direct, 5 Vision, 3 Innovation) totaling \$105,120 (\$33,100 Direct, \$25,900 Vision, \$46,120 Innovation)
    - Grants that were denied fall into a number of categories and were not entirely denied without further consideration: Application does not qualify, applicant will be provided guidance and encouraged to resubmit in 2nd window, applicant applied for the wrong grant category and encouraged to resubmit in 2nd window
    - While all applicants have all received initial award/denial communication, the denied grant applicants have only received a preliminary letter of declination. We are preparing individual letters to each applicant to help them understand why their application was denied and how they might receive a more positive review in the future. These letters should be sent by the end of January.
  - 13 grants are in the process of being followed-up with before we can determine (0 Direct, 12 Vision, 1 Innovation) totaling (\$0 Direct, \$84,980 Vision, \$7,000 Innovation)
  - A second grant window will open for remaining funds (approximately \$100K, depending on what happens with the grants that we are still following up on) from March 1-May 1, 2015 and award announcements will be made NLT June 15.
- Education Tours
  - Pittsburgh Community Engagement
    - Carlos Barillo and The Academy visited Pittsburgh in early November to create local community relationships in advance of our international convention.

- Carlos met with the 9 local chapters, many local performing groups and arts organizations, and escorted The Academy to multiple schools and civic events reaching over 400 members of the Greater Pittsburgh community.
  - Rome Chorus - there is excitement from many of the local chapters to gather a community chorus for the purpose of performing during the convention. The success depends on the support from individual directors of the nine chapters in the area.
  - Saturday Night Spectacular - Carlos reached out to a number of local performing groups with the intent to collaborate with a few of them on our Saturday Night Spectacular, including:
    - Rome Chorus
    - Peters Township HS Chorus and Sax Quartet
    - The Originals- Carnegie Mellon University male a cappella ensemble
    - Singing Angels from Cleveland, Ohio
    - Creative and Performing Arts School ensemble
    - Bagpipe and drum ensemble
    - Boy Scouts Troupe
    - Irish dancers
    - The oldest auctioneer alive in PA
    - ...just to name a few in consideration
- Carlos will continue fostering these relationships leading up to the convention.
  - Nashville Community Engagement
    - Monthly meetings with local choral organizations have continued since the original kick-off efforts in August.
    - December guest speaker was a BHS member from Cincinnati who has successfully implemented a metropolitan choral consortium. Nashville leaders agreed to begin a similar effort, that will help achieve the goal of 5000 local singers joining the BHS Nashville convention in 2016

## **HARMONY MARKETPLACE**

### **Music Publications**

#### **Internal**

- For 2014 we have made available the following:
  - 29 new “published” arrangements.
  - 34 new learning track CDs (includes the tracks for the 29 new published arrangements.
  - 152 “unpublished” arrangements.
- Sheet music sales will show an increase over 2013.
- We have 10 new arrangements slated for release in the 1st quarter of 2015.
- We anticipate the final announcement of the Barberpole Cat Songbook Vol II during the 1st quarter.

#### Distribution (Hal Leonard Partnership)

- The third & fourth rounds of shipments will take place during Q1 2015.
- Hal Leonard sales are up over 2013 based on the new product being available.

#### Merchandise

- The Christmas sales have been excellent and all orders were shipped for Christmas given our cut-off of December 18th. We are already into reordering a number of the apparel items due to their popularity.
- The convention DVD & CDs were shipped to members before Christmas. Our major delay was due to having to clear over 200 songs for use on for the DVDs. The majority of those clearances had to do with the medleys used by the Choruses during the Las Vegas Convention.

#### Digital Media

- We signed a contract with The Orchard in December to become our vendor for digital distribution of music and video. Our first albums will become available for sale on iTunes and other digital outlets by Mid-January of 2015.
- We will be working with The Orchard during the 1st quarter to re-vamp our YouTube presence to make more performances available without additional costs to BHS.

### **SHARED SERVICES**

#### **Marketing/PR and Communications**

##### Social Media:

**Facebook** - Our large events (Midwinter, International, Harmony U) see the most visitors to our Facebook page, as expected. We currently have 15,401 "likes", or people following our page, which has increased by 726 since October 15, 2014.

Total Page Likes as of Today: 15,401



Our post types have different successes based on Average Reach (AR) which tracks views and Average Engagement (AE) which tracks actions in the form of Clicks, Likes, Comments, and Shares. Here's the breakdown:

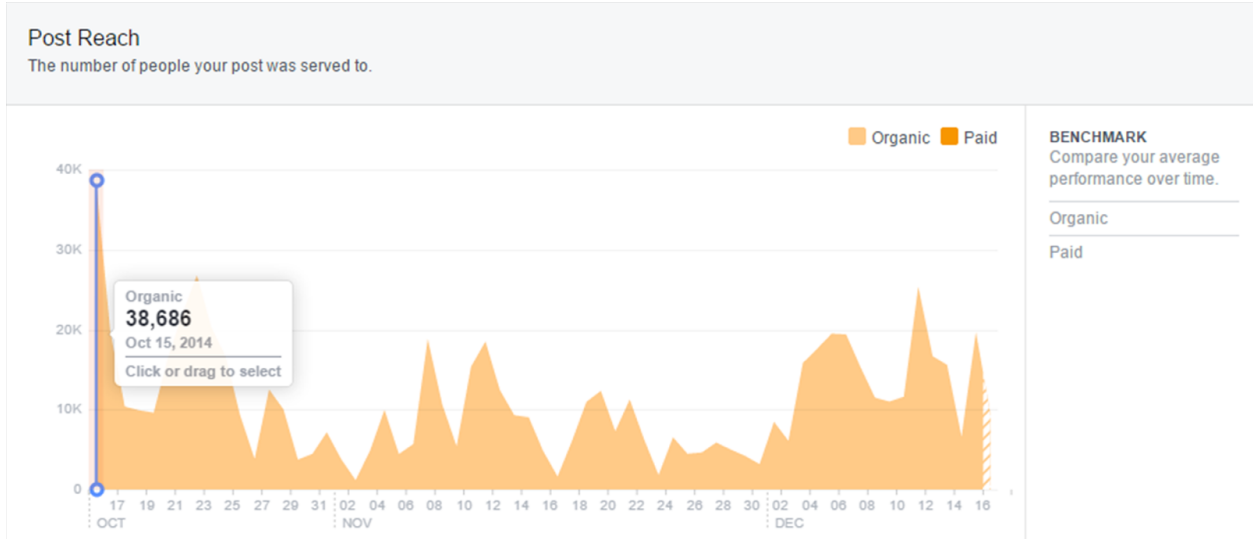
**Link:** AR: 6.9K, AE: 392 Post Clicks, 119 Likes, Comments, Shares

**Photo:** AR: 5.1K, AE: 251 Post Clicks, 224 Likes, Comments, Shares

**Status:** AR: 3.6K, AE: 165 Post Clicks, 82 Likes, Comments, Shares

*(Post stats, October 15, 2014 through December 16, 2014)*

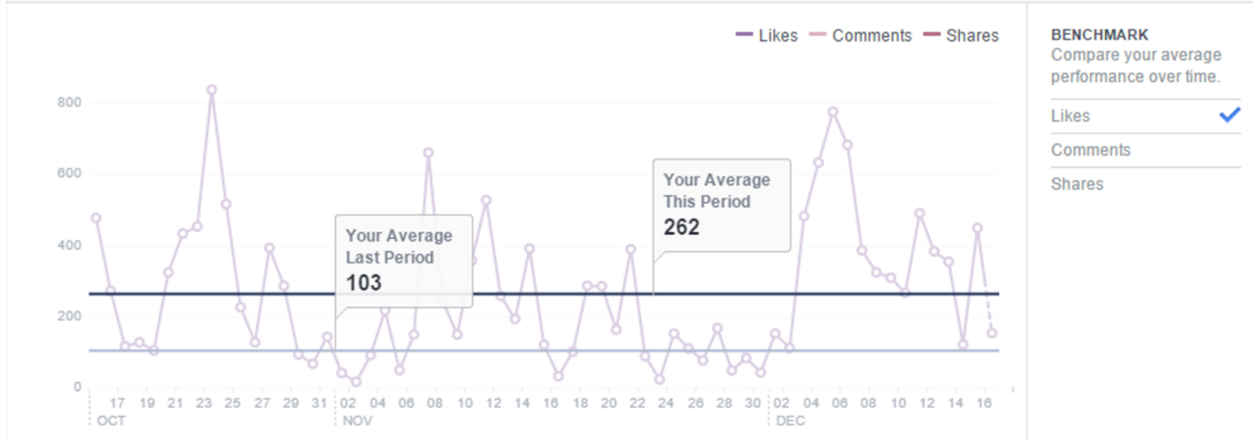
Average Reach (October 15 - December 16, 2014)



Average Engagement - Likes (October 15 - December 16, 2014)

## Likes, Comments, and Shares

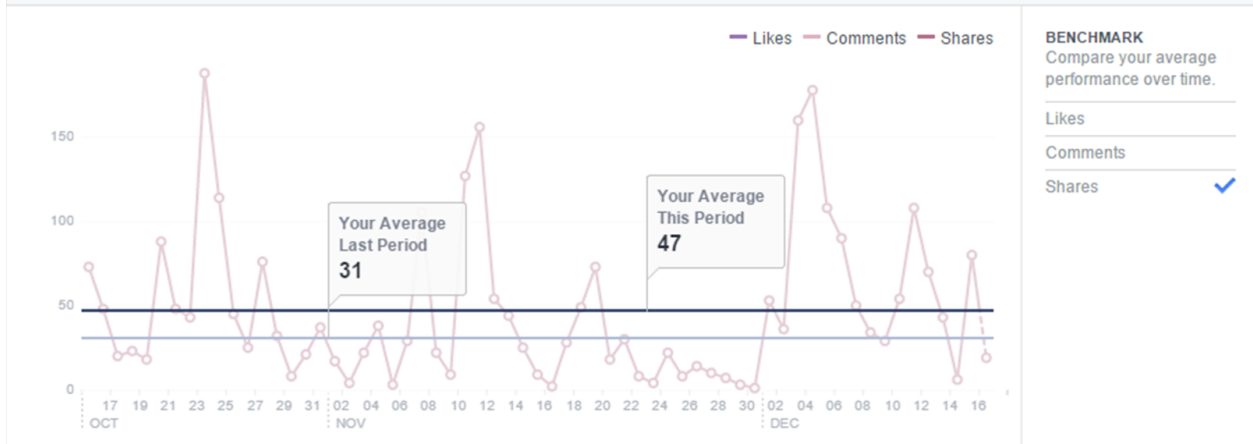
These actions will help you reach more people.



## Average Engagement - Shares (October 15 - December 16, 2014)

### Likes, Comments, and Shares

These actions will help you reach more people.



## Total Reach (October 15 - December 16, 2014)

### Total Reach

The number of people who were served any activity from your Page including posts, posts by other people, Page like ads, mentions and checkins.



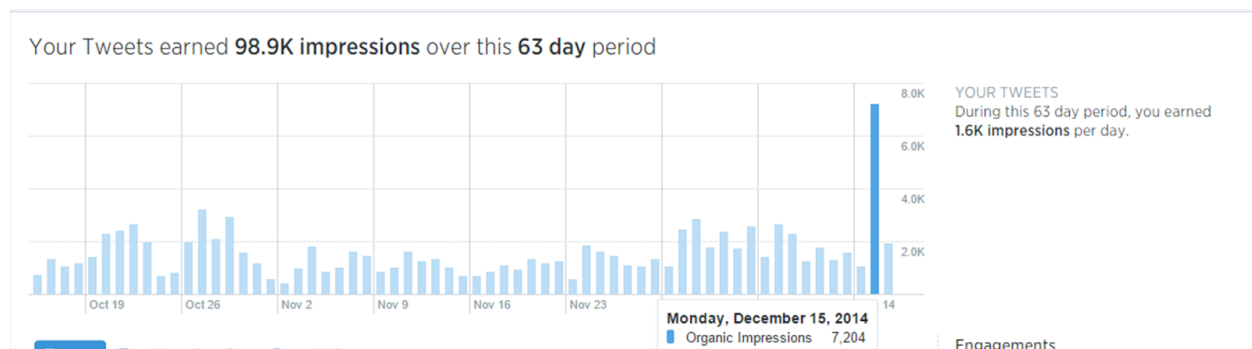
*\*Reach: The number of unique people who saw our posts. The post counts as reaching someone when it shows up in their news feed.*

*\*Engagement: The unique number of people who liked, commented, shared or clicked on our posts.*

**Twitter** - We have 5,104 twitter followers, increasing by 225 followers since October 15, 2014.

Engagement rate - 1.4%, Link clicks - 498 (on average, 8 link clicks per day), 102 retweets (on average, 2 retweets per day), 123 favorites (on average, 2 favorites per day), 32 replies (on average, 1 reply per day)

(Post stats: October 15 - December 16, 2014)



**YouTube** – Our most viewed videos continue to be of our International competitors: Ambassadors of Harmony 2009 “76 Trombones” set, Old School’s 2001 finals set, and Lunch Break’s “Deformed Farm” from 2012. We’ve issued three “challenge” videos to promote the All-Chapter Chorus at Midwinter this coming January. The video holiday greeting was released near the end of December and has been very well received (and shared!) by our followers, with numbers of views increasing daily.

**TOTAL YouTube Stats:**

Views: 8,039,823

Minutes Watched: 11,550,070

Likes: 31,797

Dislikes: 862

Comments: 7,808

Shares: 9,444

Favorites Added: 20,118

Subscribers: 12.637

Published Videos: 375

**Stats for October 15 - December 16, 2014**

Views: 333,148

Minutes Watched: 983,496

Likes: 1,349

Dislikes: 47

Comments: 166

Shares: 431  
Favorites Added: 444  
New Subscribers: 851  
Published Videos: 6

**Instagram** - We currently have 383 followers, 132 posts. This is a great way to quickly send a visual and video update. We used this a lot in Toronto, Long Beach, and Las Vegas and that is where we picked up a majority of our followers which is not surprising. We anticipate utilizing Instagram on site in New Orleans to capture and post images from Midwinter. More opportunities exist here and we will be exploring this tool further.

### LiveWire

Continues steady performance, although readership shows a slight weekly decline. This mirrors a similar dip in 2013 Q4, although the causes are unclear. Participation rate via clickthroughs remains encouraging.

Date	Delivered	Opens	Open rate	running 12-week avg opens	Clicks	Click rate	running 12-week avg clicks
2014-12-11	25868	7714	29.82%	31.58%	2135	27.68%	19.74%
2014-12-04	25787	7960	30.87%	31.72%	1615	20.29%	19.37%
2014-11-27	25841	7928	30.68%	31.90%	1423	17.95%	19.84%
2014-11-20	25872	7578	29.29%	32.16%	1076	14.20%	20.88%
2014-11-13	25864	8360	32.32%	31.67%	1600	19.14%	20.71%
2014-11-06	25904	8477	32.72%	31.74%	1708	20.15%	21.06%
2014-10-30	25878	8326	32.17%	31.89%	1505	18.08%	21.59%
2014-10-23	25910	8249	31.84%	32.08%	1536	18.62%	22.12%
2014-10-16	25491	8081	31.70%	32.19%	1652	20.44%	22.16%
2014-10-09	25364	7500	29.57%	32.58%	895	11.93%	23.68%
2014-10-02	25515	8266	32.40%	32.79%	1602	19.38%	23.90%
2014-09-25	25605	8340	32.57%	32.83%	2378	28.51%	24.17%

### Harmonizer

**Current magazine issues.** The Nov/Dec issue highlighted the El Sistema movement that is migrating from Venezuela to North America, and the implications it may have on our participation in a growing "No Strings" choral movement. The upcoming Jan/Feb 2015 issue will address the African-American roots of Barbershop Harmony, following closely to David Wrights Midwinter Keynote address, as well as revisiting Jim Henry's doctoral research. Some member thoughts on how the grandsons of the men who were once excluded from the Society can start singing with us again.

**Storytellers growing, more district support needed.** The Storytellers filterers have recently received website credentials and training to post stories directly to barbershopHQ.com, bypassing the problems that occurred when one person (frequently incommunicado) was responsible for posting stories to the PROBE website. While some districts have Storytellers who are uncovering stories in their district chapter, most do not. More than 300 stories were identified between June 1 and Dec. 15,

2014. Much of that has come from stories sent to HQ and returned to the districts and Storytellers. We have much room to grow in terms of stories submitted by District Storytellers. Assistance in identifying and appointing district storytellers in each district will be a priority in 2015.

**Future editorial plans.** Editorial content will evolve toward increasing the number of stories that have appeal both inside and outside the organization. A closer working relationship with Joe Cerutti and groups doing outreach will help us identify the stories and people who exemplify what we desire in programming on the chapter and district level. Editorial content for 2015 will also feature a bit more humor and light-hearted features -- an effort to add “dessert” to the mix of meat that will continue in 2015.

**Revision of *Harmonizer* ad rates, graphics standards.** Ad prices are out of the range of all but the wealthiest chapters and quartets. We will be revising the rate card in 2015 in an effort to increase advertising revenue. New branding standards will need to be incorporated in the layouts, with the goal of having all Society publications have a similar look and feel.

**Toward an electronic future.** All the 2014 magazine issues are currently on *issuu.com*. This is expected to be a temporary platform as we look for more robust ways to distribute *The Harmonizer* electronically and expand its reach and appeal beyond Society membership.

### **Video/Audio Production**

- For the first time, the convention DVD products were authored in-house. The learning process was so great that the Society should be set up for maximum efficiency next year. In addition, video teasers and the “pre-sale only” stipulation created an overwhelming response and registered nearly 1,000 units sold.
- DVD: For those who’ve seen it, the Society has received an overwhelming positive response to a bonus feature on the Quartet DVD called “One Last Break.” The preliminary success of the mini-documentary has created inspiration to do a short film every year and plans are in place for the 2015 DVD.
- CD: we learned a ton throughout the song selection process and will go into the 2015 convention armed with new knowledge and strategy.
- General: Janice Bane and Alex Henrichs have worked tirelessly to gain clearances for not only the DVD but also the YouTube rights and the video on demand rights for once we go those routes. This will expedite the process and, again, serve members in a more efficient way by offering more content.
- End of Year videos: the original draft of the Christmas Card video featured a short tribute to the late Doug Maddox at the end. As a marketing team, we decided that there should be a separate “thank you” video for all of the Society members who we lost this year. And, through that, we’ve made a commitment to produce an “In Memoriam” video each year, remembering our brothers in harmony who pass each calendar year.



## **Operations *Project Teams* (OProject- formerly OT)**

The updated OPTeams are slowly being transitioned. The Leadership Development team began their transition with a meetings held in Nashville, November 19th and 20th. Due to the timing of the meetings and this report, we were not able to complete the summaries in time, but significant progress was made. Attending the meeting was Steve Wyszomirski (OPT Volunteer Coordinator Leadership Development), Steve Denino (Dean HU Leadership College), Terry Reynolds (THINK), Paul Ellinger (Supercharging), Mike Scott (CORT), Shane Scott (HU Seven Habits), Donny Rose (Director HU) and Marty Monson. Missing was Rob MacDonald (EVG EVP) OPT updates will be provided in New Orleans to the Board & DP Council.

## **Financial Services**

- **General updates:**

The CFO continues to review the finance and administration processes and procedures to ensure continuous improvement is achieved. The following initiatives are underway:

- ❑ *Financial Systems* - the financial accounting platform (Microsoft GP, formerly Great Plains) will be upgraded beginning on January 19, 2015 with a “go-live” date of March 1, 2015. The upgrade of the accounting platform is the first step in toward other upgrades planned for the copyright/licensing system, ecommerce platform, and related system improvements. The current version of our accounting system is 2 releases behind the current version and will be upgraded to allow other ancillary add-ons to our accounting/systems processes to improve efficiencies.
- ❑ *Payment Processes* - we will be automating certain of our processes to streamline chapter and district payments to minimize check issuances and remittance information.
- ❑ *Financial Reporting* - new reports will be created following completion of the financial system upgrade to automate financial reporting under the new program-based approach to operations. We will look to streamline reporting on events (International, Midwinter and Harmony University) to provide more timely financial information to the Board and to the BHS executive committee and program leads. Initiatives will be announced that will require all expense reports to be completed within 30 days of an expenditure for all staff, C&J and Board and committee members.

- **Insurance:**

The BHS insurance policies have been renewed for 2015 in the United States and Canada effective January 1, 2015. Policy limits were reviewed and increased as appropriate to reflect increased market values and costs associated with BHS’s building and related assets. Policies and processes were also reviewed and adjusted to reflect the increased Outreach activities

planned in 2015, particularly increased youth events and extended coverage availability to groups participating in BHS-sponsored concerts, activities and outreach efforts. Our insurance broker Crichton Group continues to provide training to the Customer Services Group to help answer standard questions concerning certificates of insurance requests from chapters and districts. Communications will be updated and sent to chapters/districts on the activities that are not covered by our insurance (e.g., selling alcohol at an event), areas where chapters or BHS should be requesting additional insured endorsements (e.g., restaurants, facilities, and transportation used during BHS/chapter/district sponsored events), or other areas of concern.

#### *Insurance Highlights:*

1. Named Insureds include BHS, chapter members, chapters, districts, associates, Harmony Foundation International, Inc., subsidiaries (e.g., AIC, AISQC), and brigades.
2. Insurance deductibles typically range from \$500 to \$1,000.
3. Property coverage is insured to \$2.4MM blanket personal property (BHS) and building (\$5.2MM), with chapter-owned property insured up to \$85M per chapter unless specifically listed;
4. General Liability coverage is insured to \$1.0MM/occurrence and \$3.0MM aggregate exposure with a \$10.0MM umbrella/excess liability policy.

#### **Building Maintenance**

Harmony Hall Nashville is in good repair and no major repairs are anticipated in the coming year. We have entered into an agreement with a local contractor/maintenance firm to complete periodic maintenance reviews repairs on a monthly basis, including some minor water damage and repairs to the brick structure and exterior walls. Based upon a review of the capital improvement requirements over the next 50 years, the CFO and Finance Committee have highlighted the plan to set aside \$100M in 2014 into a Capital Reserve Fund for ongoing repairs and asset replacement needs, with a planned \$50M to be added annually thereafter for the next 8 years. This capital reserve fund does not include regular maintenance expenses, which are budgeted annually, and anticipated costs to finish the build-out at such point a build-out plan is prepared and presented to the Board for consideration. We continue to consider possible options for the BHS building's completion and we have engaged local architects and real estate professionals to highlight all potential options for the building.

The Rockwell scrim is in the process of being replaced through the generous support of Roger and Sue Lewis, who graciously donated the scrim to the Society in 2008.

#### **Governance**

- **Final recommendations and revisions from the Las Vegas Board Meeting**
  - Amend Membership Application referencing the Youth Policy Statement: Done

- o Amend Code of Ethics where members acknowledge the Society's commitment to youth and youth programs: Pending G&B confirmation
- o Amend Bylaws to define male person of good character and reputation: Pending Midwinter Board Discussion
- o Amend website to include a Youth Zone describing the Society's commitment to the safety and protection of youth participating in Society activities: Still pending
- o Supplement activity materials with youth protection and safety language: Done
- **Open Board Pilot Project** (At-Large Non-Member Community board of directors project)

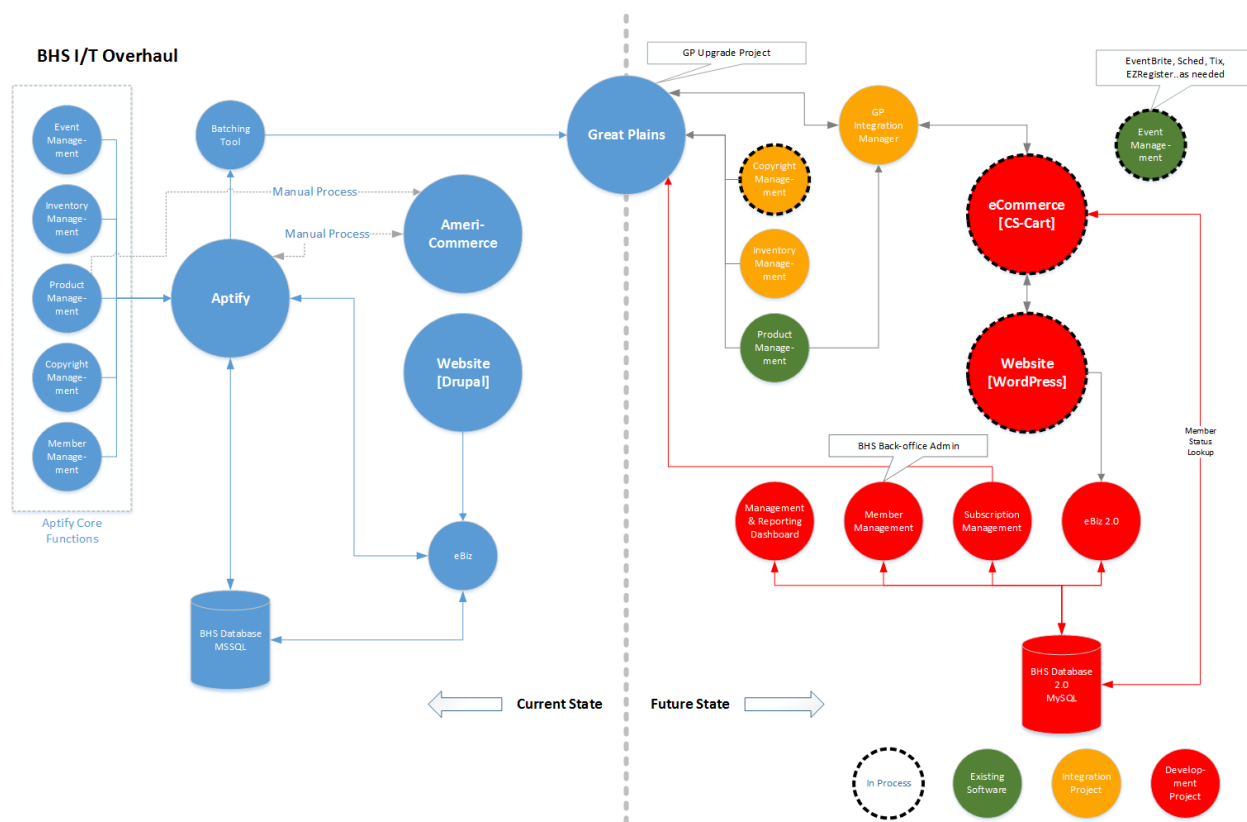
The Open Board Pilot Project team continues to promote the pilot program and encourage chapters to participate as soon as they are able in 2015 and 2016. Anecdotal stories from Alexandria Harmonizers have already shown benefits from community board member-elect, who encouraged and helped the Harmonizers identify and successfully initiate a \$12,000+ year-end fundraising effort at the Harmonizers' holiday concert. To-date, 7 choruses (up 1 from the last report) of varying size and geography have applied to participate in the pilot program:

- 1) Alexandria Harmonizers
- 2) High Country Chorus
- 3) Arlingtones
- 4) Ambassadors of Harmony
- 5) Upper Yoopers (pending chorus in Pioneer District); and
- 6) Research Triangle Park
- 7) OK Chorale

The project team continues to pursue its goal to have at least 2 choruses from each district participate in the pilot program in 2015 and/or 2016. This level should provide a good sample of chapters that report on the impacts and efficacy of the Open Board Pilot and report back to the Board. The project team will continue to reach out to chapters to raise awareness of the pilot program and to offer assistance to chapters to encourage participation.

## **Technology**

We have been in the process of reviewing our current I/T infrastructure and its impact on the Society. We have taken the position that our reliance on Aptify has negatively impacted the Society and our ability to serve the needs of our staff, members, chapters and districts. Our first step in overhauling our systems is to decouple several systems from Aptify - accounting, copyright management, event management and order processing/eCommerce. Once we decouple these systems, we will then be in a position to tackle the core data and systems needs of our members, chapters and districts. An overview of these systems are as follows:



We anticipate the decoupling phase to be completed by the end of Q1. We will then focus our efforts on the overhaul of system to completely replace Aptify and our usage of it for member, chapter and district data.

Our primary objective for 2015 is focusing on this systems overhaul in order to simplify our systems to create better usability, workflows, efficiencies and nimbleness within our systems.

## Global Harmony

- Affiliate Program - International Convention/Competition

Two meetings were held with a handful of AIC and former BHS Board/AIC members October 27th and 28th. A document was created and shared as a starting point for discussions around the official name of the International Contest and membership requirements prior to competing and after winning the International gold medal. Further status can be found in the document titled *International Competition Review*.

- ACDA

BHS continues to maximize opportunities for exposure and increase its reputation as a legitimate choral society by partnering with American Choral Directors Association to

increase singing nationwide and beyond.

During the Feb 2015 ACDA National Convention in Salt Lake City, the third year of participation, BHS will have exhibit space and again introduce educational opportunities and musical product to music educators immersed in their profession. Because of the expanded support and relationship with the leadership of both organizations, ACDA has been granted an unusual number of opportunities to showcase top-notch barbershop talent, music publications, and also a unique presentation of barbershop history. This includes a gold-medalist BHS quartet and a multi-award and grammy-winning gospel group demonstrating the 19th Century revival of a cappella in America. BHS publications and performance presentations will be featured throughout the week, along with promotion of related Outreach Programs. 3500 music educators are expected to attend. As one of the official sponsors of the 2015 Nat'l Conference and through continued visual presence in publications, BHS is realizing a heightened awareness by ACDA membership and a 'next door' relationship with ACDA's leadership.

Through contact with this and other like organizations, it is expected that BHS Chapters will increase options for trained musical leadership and can expect more opportunities for sharing instructors in the future. BHS is a Corporate Member of ACDA.

- NAFME

BHS will again be taking advantage of the close proximity of a convention being held in the Nashville area, securing exhibit space for the National Association for Music Education's National In-Service Conference Oct. 25-28, 2015. While the 2014 Conference provided an opportunity to examine the worth of future ties for very little investment (location Nashville) and produced contacts of 40 new and interested music educators, 2015 should provide additional opportunities for collaboration, performance and discovery to a greater number of attendees. BHS is submitting a proposal to present creative ways for middle and high school teachers to introduce simple barbershop techniques into the classroom. 2000 music educators are expected to attend this event. BHS is a Corporate Member of NAFME.

BHS met with NAFME CEO/Executive Director Michael Butera and Chris Woodside assistant executive director, center for advocacy and constituency engagement. We are in the process of joining the Music Education Advocacy Roundtable, joining other peers in the effort to support vocal music education in the United States. Other notable organizations include Chorus America, ACDA, Phi Mu Alpha, Grammy Foundation, DCI, El Sistema USA, etc.

The overall partnership with NAFME will have more grassroots opportunities purely from

the size of the organization, which is over 75,000 members.

## **II. POLICY TYPE: EXECUTIVE LIMITATIONS**

### **POLICY TITLE: *GENERAL EXECUTIVE CONSTRAINT***

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The CEO shall not knowingly cause or allow in the organization any practice, activity, decision, or circumstance that is imprudent, unlawful, unethical, in violation of commonly accepted business and professional ethics or that would jeopardize the Society's tax exemption or cause any penalty to be imposed against the Society by the IRS.

**CEO:** I'm in compliance with these limitations.

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### **A. POLICY TITLE: *TREATMENT OF STAFF AND VOLUNTEERS***

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Dealings with staff and volunteers will not be inhumane, unfair, undignified, unnecessarily argumentative, unresponsive, disrespectful, or significantly disruptive to morale.

Accordingly, the CEO may not:

1. Operate without personnel procedures that clarify personnel rules for staff, provide for effective handling of grievances, and protect against wrongful conditions.
2. Discriminate or retaliate against any staff member for expressing an ethical dissent.
3. Prevent staff from appealing to the Board when
  - a. internal grievance procedures have been exhausted  
and
  - b. the employee alleges either
    - (1) that Society personnel policy or Board policy has been violated to his or her detriment, or
    - (2) that Society personnel policy or Board policy does not adequately protect those rights protected by law.
4. Fail to acquaint staff with their rights under this policy.
5. Use methods of collecting, reviewing, transmitting, or storing information that fail to protect against improper access to the material.

**CEO:** I'm in compliance with these limitations.

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### **C. POLICY TITLE: *FINANCIAL CONDITION (provided in the Society's Treasurer and CFO reports)***

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With respect to the actual, ongoing condition of the organization's financial health, the CEO may not cause or allow the development of fiscal jeopardy or a material deviation from budgeted expenditures for Board priorities established in Aims policies.

Accordingly the CEO may not:

1. Use any long-term reserves.
2. Allow cash to drop below the amount needed to settle payroll and debts in a timely manner.
3. Allow tax payments or other government-ordered payments or filings to be overdue or inaccurately filed.
4. Allow the net assets to drop below zero dollars as of the end of any fiscal year.
5. During a fiscal year, move the budgeted income or more than twenty percent of the budgeted expense from one of the seven Society budget categories to another of the seven Society budget categories without prior consent of the Board.
6. Fail to require that staff submit all expense accounts to their immediate superior for approval within thirty days following expenditure. The CEO is not required to submit the CEO expense accounts for approval, but the CEO shall review expense accounts with the Society Treasurer quarterly.
7. Fail to require that all travel by Society staff be within the policy statement as published in the Society Personnel Policy Handbook. The Director of Finance and Administration or the CEO must pre-approve reimbursable airline travel expense that exceeds \$500.

**CEO:** I'm in compliance with these limitations. This data is provided in the Finance report.

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#### **D. POLICY TITLE: *EMERGENCY EXECUTIVE SUCCESSION***

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In order to protect the Board from sudden loss of CEO and Director of Finance and Administration services, the CEO may not have fewer than two other designees familiar with Board, CEO, and Director of Finance and Administration issues and processes.

**CEO:** I'm in compliance with these limitations and have authorized two designees; Erik Dove, CFO and Chip Gallent, COO.

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#### **I. POLICY TITLE: *EXPANSION / DEVELOPMENT OF BABERSHOP SINGING IN THE WORLD* (provided in the CEO report)**

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The Society's role in and long-term commitment to the world-wide propagation and preservation of barbershop harmony is to be fulfilled, primarily, by working through the World Harmony Council.

Accordingly, the CEO may not:

1. Fail to nominate and instruct the Society's representative to the Council, on behalf of the

Society, to actively participate in the activities of the Council in support of the mission and aims of the Council.

2. Fail to nominate a member of the Society staff to liaise with the Council's officers and representative in order to facilitate the engagement of appropriate Society resources in support of the Council's mission and aims.

3. Fail to report quarterly to the Society Board the plans, programs, and results of world-wide outreach to appropriate nations globally.

**CEO:** I'm in compliance with these limitations. Details are captured in the CEO report and International Competition Review documents.

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## **J. POLICY TITLE: MEMBERSHIP TRENDS AND MEMBERSHIP GROWTH PLAN**

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Growth of the Society's number of members and chapters is a primary aim.

Accordingly, the CEO may not:

1. Fail to provide the Board with recent membership trends and the current membership numbers each month.

2. Fail to provide the Board with a membership growth plan each year prior to its midwinter meeting.

**CEO:** I'm in compliance with these limitations. Details are captured in the CEO report.