



FOR THE JOY
that comes from joining together
We come from different places and different backgrounds. Yet when we join together we share something that is bigger than any of us alone. So that is making a difference in people's lives. That's what really matters. Makes us sing with joy.

2015 ANNUAL REPORT





"THE SOCIETY ASPIRES TO PRESERVE FOR ITS MEMBERS AND FOR ALL FUTURE GENERATIONS OF PROSPECTIVE MEMBERS THE SACRED RIGHT OF MEN TO SEEK HAVEN FROM THE BURDEN OF THEIR DAILY CARES THROUGH INDULGENCE IN OLD-FASHIONED VOCAL QUARTET HARMONY."

— BHS CODE OF ETHICS, 1948



With 22,000 members, the Barbershop Harmony Society is a major arts organization that has a \$30 million annual impact across all business units. We leave a far larger impact throughout North America, where nearly 800 chapters and thousands of quartets freely give to their communities, and are often cherished as valuable community assets.

We are far more than hobbyists. We are working with music educators and arts advocates to change lives through singing.



So many of the world's social problems are rare among the world's singers. Ensemble singing connects us with others and with our own emotions. Singing makes us better parents, better employees and better friends. Better citizens.

Entire communities are transitioning from being singers to becoming mere spectators. This is more than a sad scene. It's a true crisis.



"IN A WORLD THAT HAS SO MUCH TURBULENCE AND SO MUCH TROUBLE RIGHT NOW, IF EVERYONE JUST SANG, THE WORLD WOULD BE A BEAUTIFUL PLACE."

— MATTHEW GIFFORD, BASS, MUSICAL ISLAND BOYS QUARTET



LETTER FROM THE CEO ...

In every direction you look, you see proof that NOW is the best time to be associated with the Barbershop Harmony Society. Why now? The world is taking notice and yearning to partner with organizations that have the knowledge and capacity to create authentic experiences and harmony. Consider:

- People are crazy about a cappella singing right now, and the attraction is still growing.
- Youth interest in singing is surging, and educators are discovering our approaches spark delight in their students.
- Barbershop is getting more meaningful media coverage than ever before.
- The Barbershop Harmony Society is financially stable, with strong cash reserves that allow us to invest even more to support the growth of our mission.

We are reaching a tipping point. This is the moment when we are ready to leverage our rich musical history, geographic reach, organizational infrastructure, and dedicated corps of passionate artists to make an impact that was previously the stuff of dreams. We are a group of intergenerational singers who demonstrate every day how singing together in harmony transcends background, race, and socio-economic status. We do this FOR THE JOY that comes from singing. FOR THE JOY that comes from genuine friendships. FOR THE JOY that comes from joining together. FOR THE JOY that comes from making a difference in people's lives.

And ... all of these joys are worth preserving and encouraging for future generations.

Let's answer the call and make a difference!



A stylized, cursive handwritten signature in black ink, positioned below the CEO's portrait.

LETTER FROM THE PRESIDENT ...



A stylized, cursive handwritten signature in black ink, positioned below the President's portrait.

2015 was a year in which the impact of the Barbershop Harmony Society reached into the broader music world. We continued to give every member a renewed sense of community. We encouraged everyone to generate opportunities to (re)engage new appreciative audience members and potential singers. Each of our geographically diverse chapters and choruses can find "Gold Medal" occasions to change lives through singing.

Our many volunteers are the key to local engagement and success, right in our own back yards! Continue to challenge each chapter and chorus member to reach out with the JOY of singing.

The experiences that each of us build, share, and enjoy can be life-fulfilling dreams. Giving away our harmonies and helping others improve their own talents, through singing and leadership, is the true basis the mission of our Society. SHARE YOUR MUSIC and make a difference where you live.

How very fortunate each of us is to have this hobby in our lives. Through the joys of singing we are able to reach new friends and build our memories through song! That is a great combination of things to "share freely" as we reflect on the Society's 2015 year.

IN PURSUIT OF **THE FOUR**



District leaders from throughout the United States and Canada gather at a Leadership Forum event. Society members are famously noted for a universal sense of fraternity that transcends titles, geography, age, social class, race, tenure, or skill level.

Barbershop harmony has persisted in part due to a strong organizational backbone. The Society provides essential services to committed artists, including mundane but essential services like insurance, group non-profit exemption for chapters, copyright and show clearance services, convention planning services and tools, communication and marketing resources, and leadership training that eliminates barriers to successful community impact.

Through the medium of Barbershop harmony, we **MAINTAIN AND EXPAND SUPPORTIVE SERVICES** for a global community of artists.



From opposite ends of Idaho, the Rexburg and Boise chapters alone annually give a combined 1,500 young singers one of the highlights of their school careers—and at no cost to them or their schools. High school and university choral teachers buzz with inspiration while watching their singers' voices and spirits soar in four-part harmony under the instruction of high-end quartets and clinicians. Young singers float home, high on the ovations they earned alongside Barbershoppers who are living proof that the joy of singing can last a lifetime. Similar events, large and small, take place across North America throughout the year.

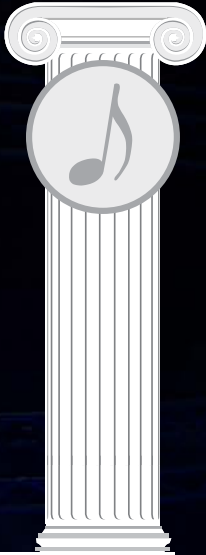


Through the medium of Barbershop harmony, we **ESTABLISH LIFELONG SINGING** as a core community asset.



LOOK ▶

PILLARS



Through the medium of Barbershop harmony, we **ELEVATE ARTISTIC AND LEADERSHIP SKILLS** through education and best practices.



From free chapters-sponsored community "Learn to Sing" programs, to district schools, to our week-long Harmony University, the pool of knowledge we've acquired over the past 78 years is wide and deep: "I'VE BEEN A CHORAL CONDUCTOR FOR 30 YEARS, AND I HAVE LEARNED THINGS THIS WEEK THAT HAVE ESCAPED THE BEST OF THE BEST MUSIC SCHOOLS IN THE COUNTRY. I'M TAKING BACK THINGS THAT WILL MAKE MY CHOIRS JUMP LIGHT YEARS!"

— DR. MARK AUSTIN

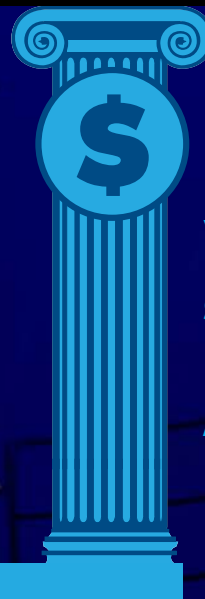


Music Educators Seminar at Harmony University

More than a fifth of the Society's 22,000 members support Harmony Foundation International and Sing Canada Harmony, the two major BHS-affiliated charities dedicated to changing the world by promoting singing in all its forms. As the world's largest distributor of barbershop music, our new partnership with the world's largest sheet music distributor (Hal Leonard) is bringing our music to new audiences and helping us sustain and grow our operations.



On top of their singing outreach efforts and charitable contributions, many chapters contribute to local hospitals, food banks, seniors centers, school music programs, and other community causes.



We scale our impact by growing **SOCIAL ENTERPRISES, INDIVIDUAL PHILANTHROPY, AND INSTITUTIONAL PHILANTHROPY.**

INSIDE

JANUARY

In New Orleans, where Louis Armstrong, Jelly Roll Morton and other future jazz legends helped establish the barbershop sound a century ago, Dr. David Wright delivered a major presentation on "The African-American Roots of Barbershop Harmony"; Lynn Abbott became an Honorary Lifetime Member to honor his definitive research on the topic. Throughout the Midwinter Convention, top seniors quartet competitors and international medalists mixed with hundreds of young first-time barbershop singers who performed in the Youth Chorus Festival. Famed arranger, songwriter and clinician Dr. Kirby Shaw emceed the event.

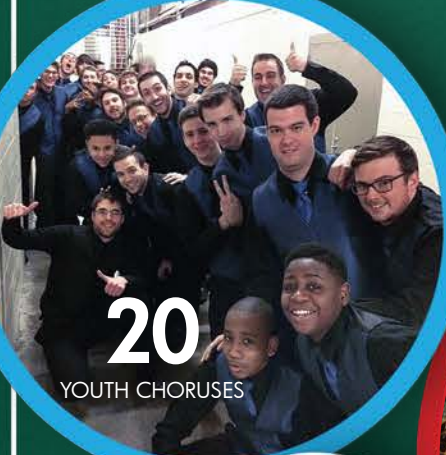
GOLD MEDAL MOMENTS

Leaders of the Society's 17 districts were asked to provide some of their best moments of 2015. Here are a select few.

JOHNNY APPLESEED: Five non-competing chapters in the Melrose Division started learning common songs and performed them at each of their shows as a large chorus.

CENTRAL STATES: After a long hiatus, the district restarted the Harmony Education Program. At least 120 men, women and young adult singers attended.

LAND O' LAKES: Six Youth in Harmony festivals hosted more than 300 youth. 200 men attended their Leadership Academy.



MARCH

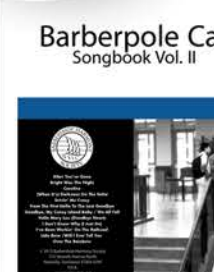
At the national convention for the American Choral Directors Association, (ACDA), joint presentations and performances by 2009 International champion quartet **Crossroads** and Grammy Award-winning gospel quartet **The Fairfield Four** highlighted a busy outreach season. In several of the largest music educator gatherings, it was standing-room-only at barbershop harmony music reading sessions. A constant flow of traffic to Society booths resulted in thousands of copies of free sheet music being distributed to music educators who are eager to learn how barbershop harmony—and Barbershoppers themselves—can help them gain more male singers and strengthen their choral programs.



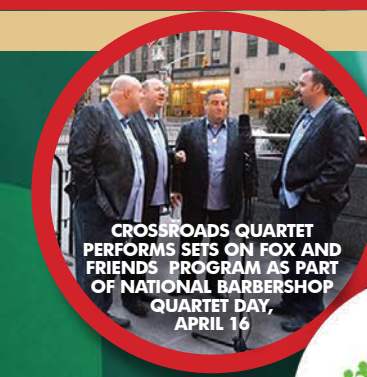
MAY

The second largest convention season of the year wrapped up for most of the Society's 17 districts and for many of the smaller district divisions. Thousands of chorus and quartet competitors in at least 30 cities vied for inclusion in fall contests, district or division championships, and (for quartets) scores that could qualify them for the international convention in July. Competitors receive more than scores to track their musical progress—they receive valuable evaluations and coaching to ensure continued artistic growth.

A great convention week in Pittsburgh was capped off by a tribute to the music of area native Stephen Foster, the culminating event in a new era of increased outreach and collaboration among communities that host our conventions. Featuring barbershop legends and a variety of Pittsburgh's top talents, most acts represented aspects of the Society's mission. Among other acts, the Saturday Night Spectacular at the Consil Energy Center featured intergenerational singing, a super-chorus of Pittsburgh Barbershoppers, a sax quartet playing barbershop, Pittsburgh icon "Mr. McFeeley" from Pittsburgh-product "Mr. Rogers Neighborhood," a mass sing directed by Jim Clancy, and plenty of Stephen Foster gems.



97 GRANT APPLICATIONS
TOTALING
\$324,000
AWARDED BY THE
BARBERSHOP HARMONY
SOCIETY



8,700
UNITS SOLD

FEBRUARY

Hundreds of Singing Valentines quartets spread out across North America in a decades-old tradition that started out as an effective chapter fundraiser but has since become much more. Never failing to garner extensive local media coverage, these quartets become the highlight of the day for both the recipients and the thousands of onlookers who learn the tear-jerking power of an authentic four-part serenade.



APRIL

The Society's rapidly maturing Outreach efforts attracted record applications from Society-affiliated groups who were looking to build an awareness of the intrinsic value of singing and provide inclusive opportunities to participate in the joy of harmony. A new professional-standard application and review process, together with grant-writing specific educational resources, ensured that Society groups would have greater success in applying for grants through local funding sources as well.

JUNE

Nashville's Choral Arts Link began working on an innovative Society-branded method and skills. With ambitions for wide-spread presentation of the program received rave reviews at the convention for the National Association for

Whatever you think about **The Ragtime Gals** from *The Tonight Show Starring Jimmy Fallon*, they attract a lot of young viewers (35 million+ online views alone) and help keep barbershop harmony in the public consciousness. But Maine's **Port City Sound** quartet proved that it doesn't take a Justin Timberlake solo to go viral. When bad weather kept their January flight grounded, the seniors quartet passed the time singing. A fellow passenger's phone capture of "Under the Boardwalk" soon had six million views! See it at bit.ly/PCSyoutube.



Initiated July 2015, the Legacy of Harmony campaign gives donors the option of estate planning to enrich lives through singing through an enduring legacy. Contributions support the Foundation's endowment, providing perpetual support to educators, students and community members alike.

2015 YEAR

week-long Harmony University event already sold out, Society's 2015 International Convention in Pittsburgh Harmony University was coming to them. In a huge leap Harmony University classes offered the year before, led to 101 classes in Pittsburgh. Even with the growth in average class attendance increased 28% as well.



\$80,000
IN SCHOLARSHIP FUNDING



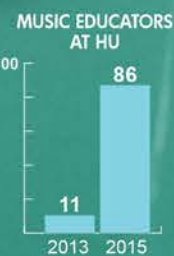
628
HARMONY U STUDENTS
(HIGHEST IN HISTORY)



200
ATTENDEES



OUTREACH EFFORTS DURING SPRING MUSIC EDUCATOR CONVENTIONS LED TO HARMONY UNIVERSITY SCHOLARSHIPS TO DOZENS OF MUSIC EDUCATORS, MOST OF WHICH WERE NEW TO BARBERSHOP HARMONY. (NOTE: TWO ATTENDED IN 2012, 28 IN 2014.)



Viral Success

Main Street quartet exploded in total views after all international performances were posted online for the first time.

YouTube
Total barbershop content views were **12 million** in 2015, up from **8.1 million** in 2014



na f me
National Association for Music Education

All Society members receive the original "Barberpole Cat" book upon joining, which allows almost any four Society members to form an instant quartet with a pre-learned repertoire.

Responding to member demand for an expanded common repertoire, the music publications team launched the Polecat Vol. II songbook. The most successful Society music publication in years, copies sold in 2015 alone represented more than a third of Society membership.

AUGUST

A new strategy was implemented to make all International Convention performances through the Society's YouTube channel. (Previous copyright arrangements only allowed a limited number of performances to be posted.) This was phase one of a larger strategy to get more of our new and archived content digitized and released on YouTube sooner.

The largest Harmony University ever ends on August 1 with 30 public performances. Quartets and choruses that had rehearsed throughout the week spread across Nashville in what the mayor declared "Barbershop A Cappella Day."



SEPTEMBER

Without fanfare, as part of a larger long-term strategy, the Society dropped the requirement that members must belong to a Society chapter and district. By the end of the year, more than 50 new members signed up via the unpublicized new membership portal on *barbershop.org*, and many went on to join Society chapters. This was the first small step among many to come that recognizes the realities of an ever-changing consumer landscape. Today's singers and fans encounter the Society through a variety of new channels, and increasingly demand means and terms that meet their individual needs.

NOVEMBER

While extensive member surveys showed general satisfaction with the direction of the Society, polling also revealed that our small, aging, or isolated chapters need more attention and resources. **The Healthy Chapter Initiative**, underwritten by a major Harmony Foundation grant, is an effort led by a dedicated full-time staff member and a committee of experienced Society leaders. It will transform the ways we define and deliver chapter leadership education, with efforts to connect chapters with the resources that will help them thrive.



DECEMBER (end of year summary)

0%
DUES INCREASE FOR PAST TWO YEARS

22,788
EMAIL INQUIRIES ANSWERED BY CUSTOMER SERVICE TEAM (EXCLUDING ALL OTHER SOCIETY STAFF EMAIL COMMUNICATION)

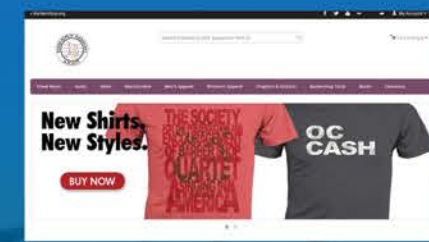
44,916
CUSTOMER SERVICE PHONE CALLS (EXCLUDING ALL OTHER STAFF CALLS)

\$145,000
MEMBER DISCOUNT SAVINGS FOR HARMONY MARKETPLACE ONLINE ORDERS (JUNE 12-DEC 31)

6
NEW CHAPTERS:
HERSHEY, PA (MAD)
SOUTH TEXAS ALAMO REGIONAL (SWD)
CALDWELL, NJ (MAD)
GREATER OKLAHOMA CITY, OK (SWD)
DOVER, NH (NED)
NORTHUMBERLAND HILLS, ON (ONT)



New Society website



New Marketplace website

WEBSITE SESSIONS, NEW USERS, AND UNIQUE PAGE VIEWS ALL INCREASED FROM 2014 TO 2015 (FOR THE SAME PERIOD) WITH THE LAUNCH OF THE NEW FEATURE-RICH MOBILE-FRIENDLY SOCIETY WEBSITE

FOR THE FIRST TIME EVER, UNPUBLISHED MUSIC OUTSOLD PUBLISHED MUSIC, THANKS TO THE NEW HARMONY MARKETPLACE WEBSITE THAT MADE BUYING MUSIC ONLINE EASIER AND FASTER

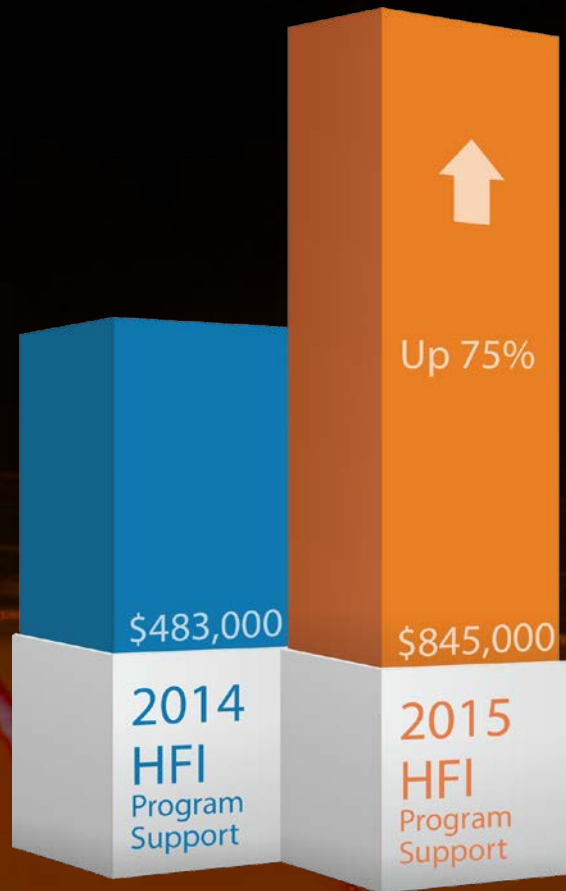
GLOBAL PARTNERSHIP WITH
41,000
UNITS SOLD

DIGITAL MEDIA DISTRIBUTION

106
LEARNING TRACK ALBUMS

12
CONVENTION CDS DOWNLOAD & STREAMING

YEAR IN REVIEW



FUNDS GRANTED BY HARMONY FOUNDATION

In addition to this program support in 2015, HFI also provided more than \$796,000 in support to chapters, districts and their programs, for a total of more than \$1.6 million in funding.

“THE IMPACT OF THE PROGRAMS INSTITUTED BY THE BARBERSHOP HARMONY SOCIETY ILLUSTRATES THE REAL-LIFE EVIDENCE OF THE NEED FOR CHARITABLE SUPPORT. SIMPLY SAID, THESE PROGRAMS SHOW THE DIFFERENCE THAT CAN BE MADE BY DONORS WITH A REAL PASSION.”

— SHARON MILLER, CHAIR, HARMONY FOUNDATION BOARD OF TRUSTEES

While 2015 was a financially successful year for the Barbershop Harmony Society, accumulating cash was not an option. Our priority was to invest in the resources needed to be in a position of strength for the Society’s next 75 years—an effective 21st Century organization. A chief strategy officer joined the headquarters staff to direct what is already the most thorough and far-reaching long-term strategy effort undertaken by the Society since the 1950s.

2015 also saw unprecedented ties between the Society and Harmony Foundation International. Never before has there been such great alignment between Society program priorities and the areas that generous donors want to promote. Far greater outreach and chapter support efforts were made possible largely through the generosity of donors to Harmony Foundation.

HARMONY FOUNDATION’S 2015

CONTRIBUTIONS TO SOCIETY PROGRAMS

Outreach Grants Program	\$324,803
Youth Chorus Festival	\$200,000
Harmony U Scholarships & Support	\$86,480
Healthy Chapter Initiative	\$80,000
Youth Barbershop Quartet Contest	\$42,500
Educational Tours	\$42,000
Harmony University Online	\$41,000
Community Engagement & Other	\$28,258
Total HF Contribution	\$845,041

“YOU GET KIDS IN A ROOM RINGING A CHORD, AND THEY’RE HOOKED FOREVER. IF WE HAD ISSUES, IT WAS FROM THEIR TEACHERS. BUT PEOPLE WHO NEVER USED TO GET BARBERSHOP ARE FINALLY SAYING, ‘NO, THIS IS VERY BENEFICIAL TO MY CHORAL PROGRAM.’ THIS IS NOT ACCIDENTAL. THE BHS HAS BEEN VERY INTENTIONAL AND MADE THIS A MAJOR PART OF THE SOCIETY’S MISSION.”

—DR. JAMES HENRY, BASS, CROSSROADS QUARTET



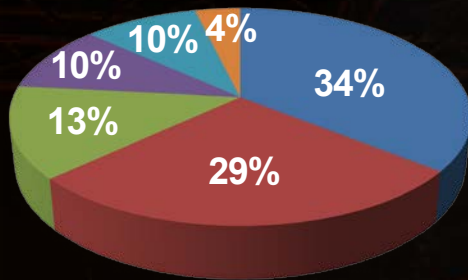
“BARBERSHOP HAS DONE NOTHING BUT GET GUYS INTO MY PROGRAM. THE BOYS LEARN VERY QUICKLY THAT SINGING BARBERSHOP IS A ‘CHICK MAGNET’—WHEN THEY PERFORM ANYTHING, THE GIRLS ARE ALL OVER IT. AS PART OF MY VOCAL PROGRAM, IT HAS BEEN MORE THAN I DREAMED. THE BARBERSHOPPERS TEACH GREAT VOCAL TECHNIQUE, BREATHING, EAR-TRAINING, AND THE REPERTOIRE IS TO-DIE-FOR FUN!”

—DIANE CASPERSON, SNAKE RIVER HIGH SCHOOL (BLACKFOOT, ID)

ANNUAL HIGHLIGHTS

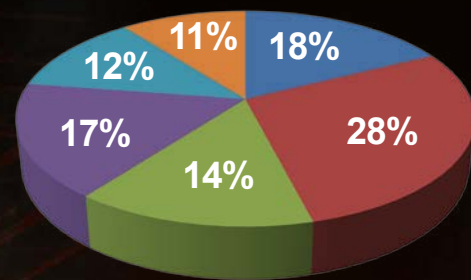
Revenue: \$6,628,455

\$6,172,525 (2014)



Expenses: \$6,589,051

\$5,748,653 (2014)



	2015	2014	Change
Membership	\$2,290,921	\$2,250,377	+1.8%
Events	\$1,902,889	\$2,006,145	-5.1%
Harmony Marketplace	\$862,094	\$848,326	+1.6%
Outreach	\$635,893	\$261,219	+143.4%
Harmony University	\$695,973	\$480,583	+44.8%
Shared Services	\$240,685	\$325,875	-26.1%

	2015	2014	Change
Membership	\$1,158,757	\$1,237,680	-6.4%
Events	\$1,872,868	\$1,401,021	+33.7%
Harmony Marketplace	\$942,091	\$931,882	+1.1%
Outreach	\$1,124,930	\$865,262	+30.0%
Harmony University	\$796,736	\$644,158	+23.7%
Shared Services	\$693,669	\$668,650	+3.7%

NOTES

The financial results highlighted above reflect the ongoing operations of the Society and are before a one-time gift from the Society to Harmony Foundation in 2015, to help strengthen the Foundation's endowment and leverage philanthropic capacity for the future.

Membership: Dues revenue remained stable and growing with no membership dues increase for the second straight year. Stable membership trends, new membership programs and focused expense management efforts will continue to provide critical support for the Society's Education, Outreach and Events areas.

Events: Revenue dropped significantly in 2015 driven primarily by venue selection (and associated costs) and lower-than-planned attendance. Efforts to continuously improve the offerings at the Society's conventions, including increased education and outreach activities, combined with improved venue selection discipline, will help drive increased contributions from Events and scaled impact in the communities hosting our conventions.

Harmony Marketplace: The operation is shifting focus to our core competencies: musical arrangements (sheet music, digital downloads), learning media, and new music. Other product lines are decreasing in quantity but increasing in quality. Marketplace costs primarily revolve around the maintenance, expansion and modernization of our music library, while improving access and availability of our arrangements to members, music educators, and the general public.

Outreach: Programs received a 140%+ increase in funding from Harmony Foundation that has allowed the Society to both increase Outreach staffing and programming while concurrently reducing the funding demands from other BHS program areas.

Harmony University: The Society benefited from increased attendance and scale for the weeklong Harmony University program. Coupled with increased financial support from Harmony Foundation, we have boosted educational offerings and program support, including the launch of the Society's Healthy Chapter Initiative. Similar to Outreach, the Society's

educational programs' reliance on funding from other BHS program areas decreased in 2015.

Shared Services: This includes governance (Board) expenditures and other necessary operational expenses needed to operate the Society that are not allocated to the Society's programs. In 2015, the Shared Services costs increased year over year due to increased investment in marketing, social media and technology spending to scale operations. Concurrently, reduced investment returns and unrealized translation losses on the Society's Canadian-dollar denominated accounts (due to the stronger U.S. dollar) further impacted Shared Services in 2015.

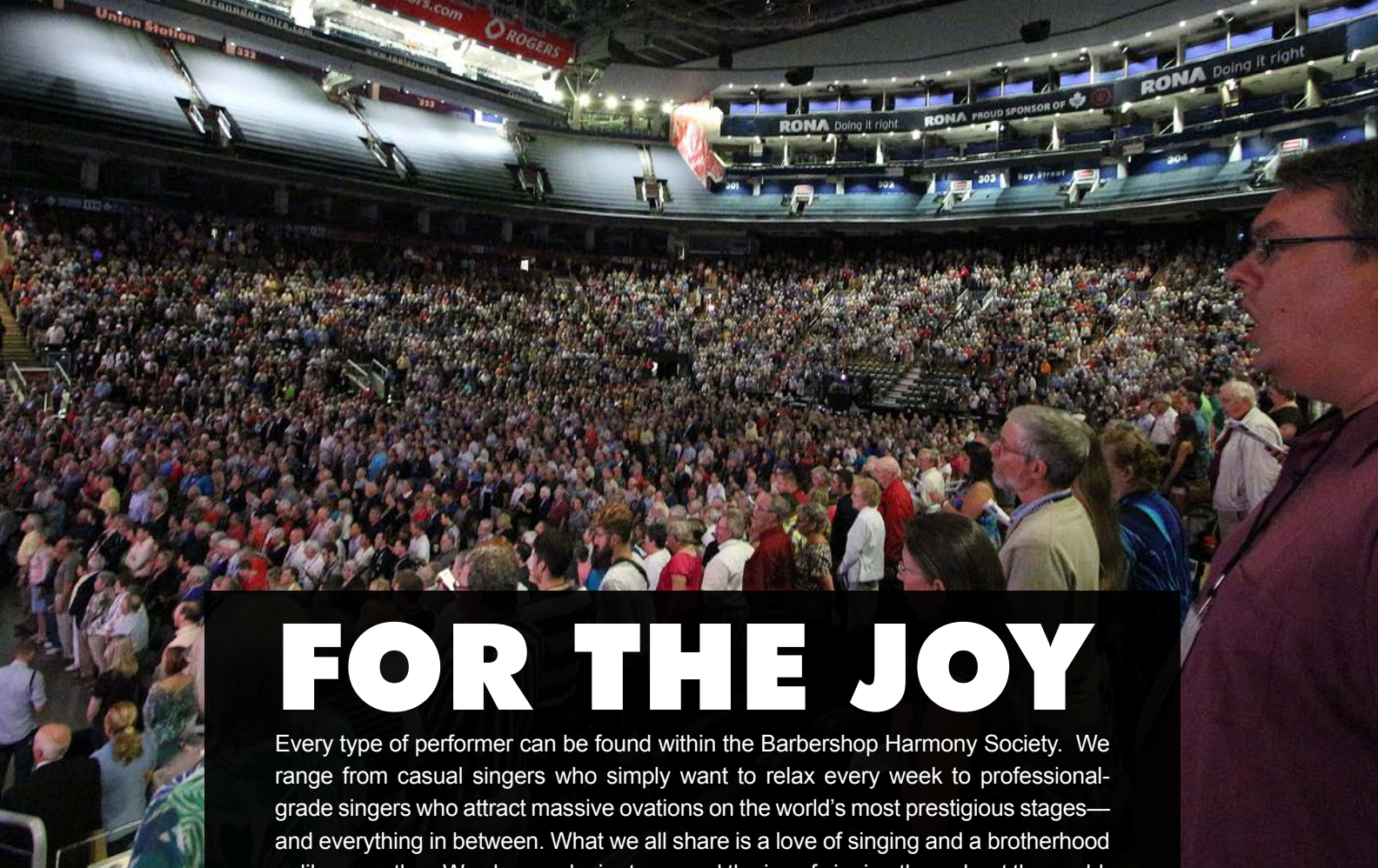
Personnel Costs. Built into 2015 program costs was a \$263,000 overall increase (+12%) in personnel expenses. This represented six new full-time positions dedicated to expanded Society programming and activities, primarily in Outreach and Education. The Society continues to rely on these passionate and committed staff to scale Society impact in our communities.



Nearly every major music educator convention now has a significant BHS presence. The long-term strategy is to arm music educators with the music and tools they need to get more singers—especially male singers—with the side benefit of a new generation that knows the joy of singing four-part harmony.

The community impact before, during and after our international convention in Pittsburgh was unprecedented—and the model of things to come in major Society events and beyond. Top Society groups performed multiple educational tours months in advance and helped Society representatives build ties with city leaders. Later, Pittsburgh groups and local Barbershoppers performed together on our stages. Post-convention, Pittsburgh-area chapters report that community ties, morale, and member participation are the healthiest in many years.





FOR THE JOY

Every type of performer can be found within the Barbershop Harmony Society. We range from casual singers who simply want to relax every week to professional-grade singers who attract massive ovations on the world's most prestigious stages—and everything in between. What we all share is a love of singing and a brotherhood unlike any other. We share a desire to spread the joy of singing throughout the world.

To be bold: Barbershoppers are some of the happiest people in the world. It's simply because of what we do every week. Why? For the joy that comes from genuine friendships. The joy that comes from joining together. It's more than the joy that comes from singing. We're Barbershoppers because of the joy that comes from making a difference in people's lives.

We start off as singers, but then we become more—we become Barbershoppers. Join us in our mission to make a better world through singing!

