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1 How to use this *Chapter Management Guide*

1.1 Guiding Principles

1.1.1 Keep the Whole World Singing!

As an active chapter member, officer or someone interested in becoming an officer, you are familiar with the SPEBSQSA motto: "Keep the whole world singing." Given the demands of these busy times, consider the challenge of keeping your own quartet or chorus singing.

How can you keep yourself and 32,000 Barbershoppers in more than 820 North American chapters and other lovers of the barbershop style on the harmonic highway?

- Start by reading this *Chapter Management Guide*.
- Learn how to make barbershop harmony singing fun through multiple chapter activities. Discover the available resources and where to go for information and support. Understand how a variety of chapter activities interrelate.
- Develop the necessary skills required for success.

This manual is a guide, not the only definitive source of information. Chapters are living, breathing, and evolving organizations that respond to change. This guide can be a springboard to help launch you and your fellow Barbershoppers into the harmony future you want to create.

1.1.2 Chapters are a life force

In January 1997, the Society Board of Directors introduced a new governance structure to recognize that chapters are the life force of the Society. The chapter provides the environment in which men can enjoy fellowship and the thrills of barbershop harmony. The Society supports the chapter; the chapter supports its members, its quartets and its chorus.

The Society's bylaws, which contain the Unified Chapter Mission Statement (UCMS), empower chapters and their leaders to create their own governance structure and control their own destiny. The Society structure recognizes that while all chapters have some common elements, purposes and obligations, they differ in their styles, membership interests and goals. It encourages chapter leaders to define their own mission and establish their own board of directors and committees.

Simply stated, the new governing structure says, "Look at your chapter, assess your membership, define your goals, then do it your way!"

1.1.3 Mission statement

Your chapter is encouraged to write its own mission statement that supports the Society's Unified Chapter Mission Statement (UCMS) as described in the Society's Standard Chapter Bylaws, Article II, Sections 2.01 and 2.02.

The UCMS states that each chapter's mission is:

- To perpetuate the old American institution, the barbershop quartet, and;
- To promote and encourage vocal harmony and good fellowship among its members, and;
- To serve the musical needs of all current and potential members by providing and actively supporting a wide variety of barbershopping opportunities, which may include organized quartetting, pickup quartetting, chorus singing, and group or "gang" singing, and;
- To encourage and promote the education of its members and the public in music appreciation, and;

- To initiate, promote and participate in Harmony Foundation and other charitable projects, and;
- To promote public appreciation of barbershop harmony.

The Standard Chapter Bylaws also state:

- Every chapter shall have a mission statement reflecting its own place in the community, and in the Barbershop Society.

The purpose of a mission statement is to identify specific goals and define the function of the chapter within its community. To maintain growth and enthusiasm, the board of directors and the membership should review your mission statement annually. Your chapter can take whatever direction it wishes in support of the Society's UCMS.

A well-designed mission statement contains carefully chosen words to describe the focus of your efforts. Your goals and strategies make your organization unique among the Society's chapters. If your chapter needs help in formulating or revising your mission statement, contact your chapter counselor.

1.2 Assess your chapter's abilities

1.2.1 Organize activities by audiences

The barbershop universe is large and its range of activities diverse. Chapter activity can be broken down into eight categories that form a "wheel" of barbershop products. The hub or center of the wheel represents the chapter. The wheel fans out to serve the "customer" who might be a member, a non-member, a prospective member, someone in an audience, a newspaper reader, or just a curious onlooker or listener.

1.2.2 Proficiency levels are different in each chapter

Each section of this manual describes activities based upon chapters having basic, intermediate or advanced levels of skill in handling various tasks. Basic level chapters are able to handle most basic tasks; at the intermediate level, basic and intermediate tasks; and at the advanced level, chapters should be able to handle all tasks.

Every chapter has varying degrees of skill in each category. The area closest to the hub concerns chapter activities at a basic level of proficiency. As you move outward from the hub, the levels of proficiency increase in a natural progression to intermediate and advanced levels. For example, singing starts with mastering notes and words then improves to making harmony and becoming more artistic.

1.2.3 Consider "force-vector" influences

Relationships exist between the categories. Proficiency in one area can have a definite impact on the ability to succeed in another. For example, a chapter with an advanced level of proficiency in chorus singing and an intermediate level in membership can expect an improvement in its membership efforts because of its success in performance. A chapter's goals, members and skill levels give each chapter its own unique "color."

This relationship comparison is about vector influences: how a chapter's level or proficiency in one category can influence, or be influenced by, another category. It is critical that officers assess their chapter and honestly determine the group's strengths, weaknesses and levels of proficiency. With this knowledge, they can best determine how to proceed or advance in any one category, understanding the inter-relationships of the different categories.

For example, an energetic, barbershop harmony-loving chapter that has poor singing skills can still be effective in its Young Men In Harmony campaign. Instead of performing, its members may consider raising money for Harmony Foundation and supporting youth camps, referring a youth group to qualified coaches for training or lending manpower to a community event.

1.2.4 Use this guide

This *Chapter Management Guide* is organized around this level of proficiency principle as a starting point only. While exploring each activity, assess the chapter's current level of proficiency and how well it can carry out the basic level tasks, before moving on to more complex tasks. Throughout the book, you will be directed to associated resources for further information. Some resources are human; some are found in texts covering the topic in much further depth.

1.2.5 COTS: your best training resource

Chapter Operations Training Seminars are held throughout North America every fall. An experienced, trained faculty explores every facet of running a successful chapter. Instructors and members of different chapters share their successes and shortcomings. COTS attendance is a legitimate chapter expense. Every chapter should send its leadership team and other members interested in building a successful barbershop organization to a district COTS.

COTS is continuing education in the art of bringing barbershop harmony to more singers. There's something for everyone at COTS. It's not just for officers. You will enjoy the fellowship, singing and knowledge shared during a COTS weekend.

1.2.6 Chapter counselors: your chapter's resource

A valuable guide to resources is the chapter counselor. Learn more about this Barbershopper who has been trained to assist your chapter as it meets its own objectives. Contact your District Vice President for Chapter Support and Leadership Training (DVP-CSLT) to learn how to get one. Talk to Barbershoppers from other chapters or call the Society office for help. It's up to you and your members to decide how you want to grow, sing and have fun!

RESOURCES

- Chapter counselor
- District VP/ Chapter Support & Leadership Training
- *Operations Manual* (on-line)

2 Chapter Administration

2.1 Background

2.1.1 Read the SPEBSQSA Operations Manual

In 1994, a management study team was commissioned to “look at our Society from the top down and recommend an effective management structure to carry our Society forward into the next century.” The team began their task with a set of guiding principles:

- Unity of purpose.
- Empowerment of leaders at all levels.
- Accountability.
- Support for chapters.
- Emphasis on the musical experience.

From this study came the SPEBSQSA *Operations Manual* that defines how the Society operates and illustrates how the chapter and its members are at the top of the Society’s organization chart.

Chapter leaders should read the entire SPEBSQSA *Operations Manual*. In it you will find:

- Job descriptions for officers and committee members who support and run the chapter.
- The Society bylaws and policies, including standard chapter bylaws under which all chapters are governed.
- Society contest rules.

The *Operations Manual* is available to chapter officers from the Society office or the Society Web site at www.spebsqsa.org > Docs.

RESOURCES

- *Operations Manual*

2.1.2 Organization = more time to sing

A chapter with organized administration is able to devote more time to what members want to do—sing! While there are a number of administrative duties that must be done to keep your chapter operating efficiently, the Society has suggestions and forms designed to make those jobs easier.

The chapter secretary handles many chapter administrative duties, from ordering supplies to filling out the paperwork for membership renewal. The chapter treasurer develops budgets, performs general accounting duties and handles specific aspects of a chapter’s administration. Other chapter leaders have similar significant responsibilities.

RESOURCES

- *Chapter Secretary Manual* (stock no. 4076 and on-line)
- *Chapter Treasurer Manual* (stock no. 4078 and on-line)

2.1.3 Use the chapter counselor

Every chapter will have a chapter counselor available to work with it in identifying its mission, goals and action plans to create a successful chapter. The counselor is trained to help members

understand and adopt the Society's Unified Chapter Mission Statement (UCMS) when they create their own unique chapter mission statement.

The chapter counselor is a facilitator, a conduit for information, not a chorus or music coach. The chapter counselor is held accountable for results produced by the chapter.

The chapter counselor, when requested, is to:

- Assist the chapter leadership in formulating an effective chapter mission statement.
- Assist chapter leadership in establishing a board structure consistent with their mission.
- Support chapter leadership by identifying resources and providing motivation and guidance.
- Assist chapters in their efforts to increase membership and attendance.
- Make chapter contacts on a regular basis as time and distance may allow.
- Support up to four chapters.

2.1.4 Familiarize yourself with Society resources

Ask your chapter counselor, Society staff or members of other chapters about ways to approach certain tasks. However, your chapter is unique, so don't be afraid to innovate. Knowing your members, your leadership team will probably know what works and what might not work.

2.1.5 Refer to the SPEBSQSA Web site

Frequent updates are made to the Web site information, including interactive forms that make application processes to schools and other events faster and easier. You can access the Society Web site at www.spebsqsa.org for a complete up-to-date listing of available resources.

2.2 Administration—Basic Level Activities

2.2.1 Be sure that your chapter conforms to tax laws and that your “Statement of Continued Existence” has been filed with your Secretary of State or Provincial Administrator

Tax laws differ in Canada and the United States. See the *Chapter Treasurer Manual* (stock no. 4076) or contact the Society office for tax information.

Each U.S. state or Canadian province may have a different filing deadline for taxes and continued existence statements.

2.2.2 Set goals, plan your future and evaluate your effectiveness

Whether your chapter is growing or declining in membership, understand where you are today and make plans for your chapter's future. Systematic, regularly scheduled chapter evaluations, assisted by the chapter counselor, maintain the health of the chapter and gives you time to administer any necessary “preventive medicine.” This manual will help your chapter achieve its goals.

After you've gathered your observations, step back and take a look at the overall picture. If you are concerned about your chapter's future, consult with your chapter counselor for his diagnosis and advice. You might need back-to-basics advice. Or, you might simply require some refinements, but you will benefit from having your chapter counselor help your chapter meet its stated goals.

RESOURCES

- *Music Leadership Team Manual* (stock no. 4042), 1.5 Organization meeting, 1.6 Set the Plans; 11.1 Chapter Evaluation

- Chapter counselor
- *Chapter Secretary Manual* (stock no. 4076 and on-line)

2.2.3 Plan your future

Good organization is the product of a leadership team that knows its chapter well enough to identify current deficiencies and establish a set of attainable chapter goals. Set concrete goals. And keep the following in mind:

- Be selective: Choose a few specific goals and objectives; don't try to do it all the first few months.
- Choose appropriate goals: Maintain an atmosphere of success and optimism. Chapter leadership will need to supply inspiration, good humor and consistent dedication to achieve goals that are new or difficult.
- Be flexible. Do not hesitate to reevaluate your goals if they become too difficult or costly.

Chapters usually hold elections the first or second week in October. Elected leaders should set down realistic goals in their area of responsibility then, meet to discuss those goals and make plans for their accomplishment.

At election time, circulate a chapter evaluation questionnaire to the entire membership. This will help your goal setting process and a review of your chapter's mission statement. Publish and circulate the results of the questionnaire to your members as a separate chapter document, not in a newsletter as this is internal information that should stay within the chapter.

2.2.4 The planning process

Your planning should include:

- Tactical planning—board meetings, committee meetings, etc.
- Strategic planning—more involved events such as district conventions, annual shows etc.
- Long-range planning—events beyond the election year.

The planning process might take more than one meeting. Consider holding a weekend retreat away from distractions. Depending on the size of your chapter, establish working committees to handle various issues.

Hold a meeting with your entire board of directors to discuss and refine proposed plans. Present those plans to the membership for their approval. Once defined and approved, organize the chapter to implement the plan.

Publish an annual calendar that details key events and activities the chapter plans to undertake. Schedule activities at times that will offer opportunities for the greatest membership participation. Check with your district for a list of competitions and conventions to avoid event conflicts. Keep your program varied, interesting, and fun! Note that the chapter is likely to make many changes during the year.

2.2.5 Follow-up

Include follow-up reports on the agenda of your regular monthly board meeting to track the progress your chapter is having carrying out its planned activities and achieving its goals.

Test for success. Be alert to the need for changing goals and objectives based upon the chapter's unique mission statement. Be prepared to eliminate an activity if the benefits you expect do not materialize.

2.2.6 Develop and execute your vision

A review of the basic steps:

- Develop a vision.
- Develop/revise the mission statement.
- Assess available resources.
- Identify functional strengths and weaknesses.
- Identify team strengths and weaknesses.
- Create a shared vision.
- Identify and prioritize goals and objectives.
- Put a team together.
- Create measurable goals, attainable objectives.
- Empower the workers.
- Create a milestone chart.
- Communicate the effort.
- Motivate the workers.
- Be optimistic, flexible.
- Follow up.

RESOURCES

- Planning calendars
- Chapter counselor
- Chapter Mission Statement

2.3 Administration—Intermediate Level Activities

2.3.1 Lead, inspire and motivate your chapter

An administrative team is more than the sum of the tasks it performs. The role of a chapter officer is to lead, inspire, motivate his chapter and manage the resources in his area of responsibility. In terms of human resource management, this involves inspiring a shared vision, enabling others to act, and demonstrating other personal leadership characteristics.

Leadership qualities create an environment and set the tone for success. Among them are:

- Strength of character. This includes integrity, courage, morality, humility and determination.
- Knowledge. Know your job, and the jobs of others on the team. Learn what you need to do and how to do it.
- Communication. Enlist the support and involvement of everyone toward the common goal and listen carefully for feedback.
- Ability to get things done. Talk the talk, then walk the walk.
- Power of decision. Based on your knowledge, have the courage to make a decision about the right course of action, and stick by it.
- Ability to work with others. A good leader can work effectively with many types of individuals and groups.
- Organizational skills. Successful leaders are proficient at managing multiple functions.

2.3.2 Use a step-by-step approach to problem solving

- State the problem as simply and clearly as possible.
- Gather and organize all relevant information and available resources.
- List all your ideas and solutions.
- Evaluate each idea or solution and choose the best one.
- Design a plan for the idea or solution.
- Follow up to see what worked, what didn't, and why

When working with people:

- Keep everyone involved.
- Remind everyone of the chapter's mission statement from time to time.
- Use compromise and cooperation.
- Be creative.
- Give appropriate recognition.
- Delegate authority.
- Accept responsibility for getting things done.
- Offer help and information.
- Seek help and information.

2.3.3 Generate income

Fund-raising, marketing, public relations and advertising are intertwined. Active chapters market themselves to generate dollars for operating budgets, Harmony Foundation and special projects.

For many chapters, the only fund-raising activity is the annual show. Yet there are many other ways to raise money for the chapter's operating fund or for special needs such as new uniforms, risers, and sound and lighting equipment.

Following are a few suggestions that have proven successful for some chapters:

- Corporate matching grants. Every chapter member works for or does business with a medium or large company. Companies receive tax benefits for contributing to non-profit organizations. Some have matching funds whereby they match employee's charitable contributions. Encourage your members to check their options.
- Endowment fund. A chapter can set up an endowment fund, similar to the Society's fund, through Harmony Foundation. A member can donate or stipulate in his will that a portion of his estate will go to the chapter, as well as to Harmony Foundation. The fund is established to serve a specific purpose, such as a uniform fund or Harmony College scholarship.
- Grant proposals. There are many public sources (states, counties, art councils, etc.) that have money set aside specifically for use by non-profit organizations. When writing a grant proposal, don't be shy about asking for a large sum. Some agencies will not bother with small amounts because of the cost to process the request. All grants must be cleared with the Harmony Foundation office. They have prepared a manual to help understand the grant writing process. It is called, "Grant and Sponsorship Guidelines for Barbershoppers." It is available on the Society Web site, or by calling the Harmony Foundation office.

RESOURCES

- The *Music Leadership Team Manual* (stock no. 4042), 11.2 Organizational Worksheet

- Local library for books and current publications
- Harmony Foundation
- “Grant Sponsorship Seeking Guidelines for Barbershoppers” at www.spebsqsa.org > Run Your Chapter > Chapter business > Grant and Sponsorship Seeking Guidelines for Barbershoppers
- Grocery scrip. Many large supermarkets have a program that allows non-profit organizations to purchase scrip money. This money comes in denominations of between \$5 and \$25 and looks like a gift certificate. Organizations have to invest up-front dollars to start a program. The more a chapter invests the higher the return. However, once you make your investment the program pretty well supports itself. This is a great project for a chapter auxiliary. Two or three volunteers set up a table during chapter meetings so members can purchase their weekly grocery allotment in scrip. The scrip money spends just like cash at the supermarket. The chapter can begin to receive a substantial profit in a few short weeks. Ask family, friends and neighbors to help out too. Contact your local supermarket for information about grocery scripts.
- *Chapter Marketing Ideas* (stock no. 4083 and on-line), p.12.
- “Grant- and Sponsorship-Seeking Guidelines for Barbershoppers,” Harmony Foundation

2.3.4 Create and maintain a library

RESOURCES

- *Music Leadership Team Manual* (stock no. 4042), Chapter 9

2.4 Administration—Advanced Level Activities

2.4.1 Build for future success.

The advanced level of chapter administration is a refinement and reinforcement of the basic and intermediate skills discussed above.

Continued growth and experience gained in leadership and management skills, planning and goal setting, fund-raising, performance, resource management and education are all examples of success factors that define a chapter administration on the move.

Motivational leadership and ambitious chapter goals presented to and enthusiastically supported by the members inspire the need for advanced skills on the part of the administration. Those skills are more easily achieved with planning and commitment

2.4.2 Train your leaders

The Society offers a number of educational programs. Encourage and support your leaders to attend these events that are designed to sharpen their barbershop skills—from singing to administration.

They include:

- Harmony College
- Directors College
- District Schools
- Chapter Operations Training Seminars (COTS)
- Instructional materials and learning tapes available through the Society.

3 Membership: Recruiting and Retention

3.1 How and why to grow

New member recruitment and current member retention should be a year-round chapter activity. You need new members to replace those who move away, pass away, or walk away to become involved in some other activity. Chapters that don't obtain new members will become progressively older and smaller. A recent survey revealed an average age of 61 for Society members.

In the past seven years, Society membership has declined despite the overall improvement in singing and performance. The membership decline is not from an increase in non-renewals, it's because chapters are not enrolling enough new members.

New members are important. But a chapter also needs to keep current members happy and interested. Survey or talk with your members. Find out what the members want, then provide it. Your members are your customers!

3.1.1 How big should a chapter be?

A chapter should determine how many members it can realistically accommodate relative to its financial and administrative resources. Currently, chapters range in size from 12 to 200+ men with an average size of 41.

What's a reasonable size for your chapter? The Society has defined membership plateaus that allow a chapter of any size to establish membership goals. For example, the Society encourages a chapter of 25 to 29 men to establish a membership plateau goal of 30 to 39 members. For a chapter with a membership of 30 to 39 the goal is 40 to 49. This growth pattern permits a chapter to assimilate new members and to continue a varied program of activity for its current members.

Keep in mind that a chapter should be large enough to:

- Be musically satisfying. The average attendance at chapter meetings is about 60 percent. Therefore, a membership goal of 50 is reasonable, if 30 men is your target attendance goal.
- Provide quartet opportunities. Every new member represents an opportunity for more men to form a quartet.
- Become known in the community. Don't confuse quantity with quality. Many smaller chapters are recognized and respected in their communities, as a quality musical organization.
- Provide good leadership. Sometimes, smaller chapter leaders suffer from burnout because they are forced to accept ongoing leadership responsibilities. Larger chapters have a larger pool of energy, talent and ideas and a larger base from which to select leaders.

3.1.2 What membership discounts exist?

The Society has special categories and criteria for:

- Senior members. A senior member receives a 50 percent reduction in Society and some district dues, provided he has completed ten years of membership and is 70 years of age or more. The discount is automatic. A former member may apply through his chapter secretary (Application Form, stock no. 3017) to receive this reduced rate if he is reinstating after being out of the Society for a while, provided he has 10 years of prior service and is at least 70 years old.
- Student members. Members, under 23 years of age and enrolled as full-time students, may receive a 50 percent reduction in Society and some district dues. The discount is not automatic. A member must apply through his chapter secretary (Application Form, stock no. 3017) to receive this reduced rate.

3.1.3 Multi-year memberships

Multi-year Society memberships, for all classifications, are available for periods of three, five, or eight years. A member electing a multi-year membership plan, pays discounted Society dues (rounded to the nearest whole dollar) in an amount equal to the current applicable annual Society dues for the member's classification (regular, student or senior) multiplied by the number of years in the period elected. The following discounts are applied as of the commencement date of the multi-year membership:

- Three (3) year plan—five percent (5 percent)
- Five (5) year plan—ten percent (10 percent)
- Eight (8) year plan—fifteen percent (15 percent)

RESOURCES

- *Chapter Secretary Manual* (stock no.4076 and on-line)

3.1.4 Whom should you pursue?

“Be careful what you ask for, because you just might get it.” A chapter needs to think about its recruiting efforts and whom to target. This requires an honest appraisal of the chapter's goals, abilities, and its mission statement. There are three levels of prospective members:

- Anyone who walks in off the street
- Trainable singers
- Trained singers

The quality of a chapter's musical program determines the quality of singer a chapter can attract and retain:

- If the chapter recruits trained singers, there should be a good music program in place and the men should be singing quite well.
- If the chapter recruits trainable singers, it will need a program that gives men the opportunity to quickly learn the barbershop style and become a member of the chorus.
- If a chapter does not have a good musical program, the leadership team should focus its energies on improving the product or be content to accept anyone who walks in off the street.

Keep in mind that having a good musical product has always been the most important membership development tool. While an individual chapter member or a committee may have the task of recruiting and retention, remember that membership begins with ME. That means that every member is responsible for recruiting—family, friends, co-workers, church members, schools, neighbors and, most important, people we have never met.

3.1.5 How does a potential member apply?

After meeting the chapter's attendance requirements and successfully passing the vocal audition, your prospect should be encouraged to complete an application. Transfers from other chapters require clearance from their former chapter before joining your chapter.

Dual members must complete a membership application form and be voted into the chapter the same as a new member. Dual members do not pay additional Society dues or district dues (If both chapters are in the same district), but may be required to pay a pro-rated portion of chapter dues.

Every new member is sent a new-member kit that includes a Harmony Marketplace catalog, a booklet welcoming him to the Society, the *Barberpole Cat* booklet and various offers for materials in the Harmony Marketplace, plus a coupon for a free international convention registration when he buys one. Dues include a subscription to *The Harmonizer*, the Society's official publication, and

fees to finance chapter, district and Society operations. The new member's lapel pin and membership certificate are sent to the chapter secretary for presentation in front of the entire chapter.

RESOURCES

- *Chapter Secretary Manual* (stock no. 4076 and on-line)

3.2 Membership—Basic Level Activities

3.2.1 Orient new members

Society statistics show there are three primary reasons why men leave the Society:

- Poor chapter programming.
- A music director who is incompetent or difficult.
- Poor new-member orientation.

Get new members off to a good start with proper training and meaningful ongoing orientation sessions. Explain the role of the Society, the district and the chapter. Let them know exactly what is expected of them in terms of time and money. Provide them with the chapter repertoire, learning tapes and uniforms. Voice-place them properly in the chorus and tell them about performances, the annual show and competition requirements. Give them a new member kit of materials pertinent to the chapter in addition to the one they receive from the Society.

Along with a well-structured membership team orientation, the music team can aid the new member in becoming a vital part of the performing chorus. A quality evaluation process, followed by careful tracking of the new member and an assistance program that teaches the fundamentals of the barbershop style, gives the chapter a much better chance of retaining the man.

RESOURCES

- New Member Kit
- The *Music Leadership Team Manual* (stock no. 4042) 4.1 What we owe prospective members; 4.2 Guest night/open house ideas; 4.3 Voice placement/Initial Interview; 4.4 The Vocal Evaluation; 4.5 Tracking New Members; 4.6 New Member Instructional Aids; 4.7 Acceptance into the Performing Chorus; 11.4 Policy for Prospective Members; 11.6 Vocal Analysis and Audition

3.2.2 Provide Barbershoppers with new-member material from the Society

There is a variety of information available to new members, from printed material to audio- and videotapes. *You Are Now a Barbershopper* is sent to all new members on enrollment. The book outlines barbershop history and provides information on everything from contests and conventions to educational opportunities and Young Men In Harmony programs.

RESOURCES

- *You Are Now a Barbershopper* (stock no. 4205)
- *Singing is Life*—DVD (stock no. 4015) or video (stock no. 4014)

3.2.3 Spread the word—who do you know?

Think back to your first experience with barbershop harmony, or the first time you attended a chapter meeting. Someone reached out to you, whether it was a friend who talked about his harmonizing hobby and invited you to a meeting, or you came on your own and were greeted at

the door or at a break. If you want to attract new members, you have to reach out. The “If we build it, they will come” approach will not fill positions on the risers.

So, spread the word: Talk, talk, talk, talk! Too often we confine our personal recruiting efforts to a specific, pre-selected group of men we think fit the image of Barbershoppers, and never think to mention the hobby to anyone else. You and your chapter members probably know dozens of good candidates for membership.

Start with people you know. Then, move on to those you don't know. Every man you meet in the course of the day is a potential member. You meet dozens of people every day. Talk to your co-workers, suppliers, and customers. Talk to the people at the store, the ball game or your children's school. Widen your horizons and ask your chapter members to widen theirs as well.

Make your own chapter personalized business cards complete with meeting place, time, contact name and phone number, e-mail address and Web site information and pass them out. Use the “Come Join Us In A Song” cards available from Harmony Marketplace. You can also use the *An Invitation To Join Us In Song* brochure that features a brief description about barbershopping.

Recruiting is personal:

- 54 percent of all SPEBSQSA members joined as a result of personal contact; someone asked them.
- 34 percent saw or heard a barbershop performance.

And that means...

- 88 percent of all new members had a personal experience with barbershop harmony. Keep in mind the Six M's of Recruiting: *Find 'em, bring 'em, thrill 'em, sign 'em, train 'em and keep 'em.*

RESOURCES

- A handshake (provided by the chapter member at no charge)
- A smile (provided by the chapter member at no charge)
- “Come Join Us In A Song!” cards (stock no. 3019)
- *An Invitation to Join Us in Song* brochure, (stock no. 4205)

3.2.4 Organize a guest night

Invite people you know, and people you don't know, to a guest night. Pick a night and plan the event.

Arrange for someone to:

- Call and remind guests about the event.
- Welcome and greet members and guests at the door and have the guests sign the register.
- Teach the entire chorus a new tag just before the mid-meeting break. Then, during the break, each singing guest will be able to sing the tag in a pick-up quartet or octet.
- Prepare name badges for members and guests.
- Recognize and introduce guests prior to the break so guests may mingle with members.

- Develop and maintain guest books complete with the current repertoire. Assign a number to each guest book and have a member sign out for the book. The member is responsible for returning the guest book at the end of the meeting and ensuring no chorus music leaves the meeting hall. Consider placing a “Property of” stamp in the guest book and a brief statement explaining the chapter's policy. Make sure that all chapter music is legal. Sing a lot! Strive for a maximum of singing and a minimum of talk. Keep chorus performances for guests at a minimum; when you allow guests to sing with the chorus, they will feel that they are already a part of the action.

RESOURCES

- *The Music Leadership Team Manual* (stock no. 4042)

3.2.5 Operate your chapter to benefit the membership

Three main reasons why men leave their chapter and the Society:

- Not enough time
- Job conflicts
- No fun.

Many dropouts also indicated that an over-emphasis on competition was one of their greatest disappointments with the Society.

While a chapter has little control over a member's job conflicts, it can make chapter meetings fun-filled to the extent that members will make time to attend. How? By embracing the barbershop lifeblood philosophy: “Every man, in his own way, experiencing the joy of hearing his voice contribute to the sound of barbershop harmony.”

3.2.6 Take attendance and follow up with members

Many chapters establish attendance policies. They can vary from required attendance at a percentage of meetings over the year (e.g. 70 percent), to merely a statement outlining the need for regular attendance. If a chapter creates a written attendance policy, it must be reasonable and fair with exceptions noted. Tracking attendance helps telephone follow up to missing members.

Chapters should take roll at each meeting:

- Use an attendance board. Members turn their tags over as they enter.
- Attendance within the section.
- Chapter roll taking.
- Chapter members sign a register book.
- Give all attendance information to the appropriate chapter leader. Have someone contact non-attending members to determine if there is some reason for absence other than illness.

3.2.7 Promote the EasyDues plan

All members receive an annual dues invoice from the Society office. All U.S. members and some Canadian chapter members remit their dues directly to the SPEBSQSA office in Kenosha; the rest of the Canadian members pay their dues through their chapter secretary. Members can also select from EasyDues Plans: two existing programs, plus two methods that make subsequent renewals easier than ever. Chapter dues collected by the Society office are paid to the chapter in the following month.

Direct payment and the EasyDues program reduce paperwork for chapter secretaries and treasurers and provide marketing flexibility for special promotional pricing, for membership drives.

It simplifies making tax-deductible gifts to the Harmony Foundation general fund or endowment program.

RESOURCES

- *Chapter Secretary Manual* (stock no. 4076 and on-line)

3.2.8 Create a chapter bulletin

A chapter bulletin is designed primarily for the benefit of chapter members. It serves to:

- Inform readers about coming events
- Record recent barbershop events
- Reflect the views of chapter officers and members on chapter activities
- Recognize the efforts and accomplishments of members and others
- Become a historical document for the chapter
- Educate members about chapter, district and Society history
- Promote barbershop harmony in general
- Encourage members to bring guests
- Stimulate pride and participation in the Society's activities

RESOURCES

(Available on the PROBE Web site: www.harmonize.com/probe)

- *Bulletin Editors Manual*
- *PROBE Style Manual*

3.2.9 Program for retention

A barbershop chapter basically sells three products:

- An enjoyable musical experience
- Fellowship, camaraderie, opportunities for individual recognition
- Personal development

A chapter's "sales results," or number of members, is determined by how well it continues to market and service the three products. A successful chapter meeting will serve all three products. Make sure a good meeting is provided each week.

3.2.10 Plan fun-filled and effective meetings

Organize chapter meetings so that all members enjoy the widest variety of activities. The types of activities you run will depend on your chapter's mission statement and goals.

3.3 Chapter Activities

- Share the singing with your son
- Take a mystery bus trip
- Swap shows
- Get a booth at the state or county fair
- Build your show patron list
- Sing as summer church choir replacements

- Organize a community holiday chorus
- Stage a dinner theater/cabaret show.
- Deliver Singing Valentines
- Distribute “Bonus Bucks”
- Teach tags to your guests on the sly
- Learn more about the Society
- Learn more about judging categories
- Watch videotapes
- Lights out and listen!
- Celebrate Harmony Month
- Hold a “white elephant” sale
- Trade gifts on gift night
- Hold a “strictly-NOT-barbershop-night”
- Thank your sponsors
- Honor the service clubs
- Honor the past presidents.
- Honor the Barbershopper of the month/year
- Celebrate birthdays and anniversaries
- Host an alumni night.
- Present a quartet appreciation night.

RESOURCES

- *Music Leadership Team Manual* (stock no. 4042), chapter 7
- *Men's Holiday Chorus* (stock no. 4202)
- *Successful Singing Valentines* (stock no. 4058 and on-line)

3.4 Membership—Intermediate Level Activities

3.4.1 Develop a yearly membership and recruitment plan

At this level, a chapter may consider reaching out to various groups in more targeted ways:

- Students—to add vitality to a chapter
- The Baby Boomers—to attract this active segment of the population
- Service Clubs—to host joint-venture shows with these groups and to split the proceeds with them or their favorite charity.
- Seniors—to attract members and fans from this relatively easy-to-reach market

3.4.2 Publicize recruitment programs

Resources permitting, a chapter can take its recruiting efforts a step further by publicizing its recruitment programs. There are four ways to publicize your efforts:

- Electronic media (radio interviews, public service announcements—e.g., community calendar announcements, live remote broadcasts, television public service announcements)
- Print media (press releases, photos, paid advertising: classifieds, newsletter advertising, etc.)

- Direct mail and posters
- Performance notices. Let people know how they can get involved in chapter life. At the end of a chapter chorus or quartet performance, tell the audience about your next meeting or recruitment event. Have cards and publicity materials on hand near the performance area.

RESOURCES

- *Music Leadership Team Manual* (stock no 4042) 11.3 Performing Chorus Membership Policy
- *An Invitation to Join Us in Song* (stock no. 4205)
- *Introducing SPEBSQSA* (stock no. 4204)
- “Come Join Us In A Song” wallet card (stock no. 3019)

3.4.3 Set up a member follow-up system.

Contact absent, inactive and non-renewed members a number of times during the year to encourage their participation. Establish a phone-call system to check in with these Barbershoppers and find out what you can do to bring them back.

3.5 Membership—Advanced Level Activities

3.5.1 Plan for the future

Set goals and design strategies to achieve those goals, through short and long-term planning. Have an organizational meeting to discuss where the chapter is now and where you see it going in the future. Consider factors such as available talent, chapter size, community size and support, and financial resources. Invite your chapter counselor to help the chapter-set goals that are attainable and reasonable.

3.5.2 Design a membership drive

While a one-shot guest night may be all that a chapter can comfortably handle at a basic or intermediate level, an advanced level chapter should plan a comprehensive membership drive. Ideally, the drive should last from four to eight weeks lasting long enough so the chapter can have one or two guest nights, and/or perhaps a guest night and an open house.

RESOURCES

- Direct counseling by the district vice president of membership development, the chapter counselor or through district membership development seminars. Contact the Society Membership Development Department for more information.

3.5.3 Organize special invitation events

Create special guest nights that target specific audiences. Consider:

- Father-Son Night
- Advertisers’ Appreciation Night
- Service Club Night
- Personal Barber Night (Man or woman)
- School Night
- Alumni Night
- Past Presidents’ Night
- Charter Member Night
- Quartet Appreciation Night

3.5.4 Contact the Society office about training seminars and membership programs

Membership development department staff can provide you with information and ideas for your chapter. Programs include membership workshops, chapter programming and administration, new chapter formation and Chapter Operations Training Seminars (COTS). COTS offer training in many of the management skills necessary for successful chapter operation and are taught by certified Barbershoppers with expertise in specific areas.

RESOURCES

- *Music Leadership Team Manual* (stock no. 4042), chapter 4.

3.5.5 Establish recognition programs

Barbershopper of the Month/Year. Set aside one of your meeting night's programs each month or at the end of the year to honor one man in the chapter who has contributed his time and talents to the chapter above and beyond what is expected.

3.5.6 Additional membership resources

Free items (Found on the Society's Web site)

- What's in it for Me? (A one-page listing of benefits, features and services with SPEBSQSA)
- A Guide for Interviewers (A one-page guide for those who would interview you)
- Speak at a Community Event (A one-page effective public recruiting presentation)
- Personal Recruiting tips (A one-page list of things anyone can do to aid in recruiting)
- Using Yearbooks (A one-page list of ways to find members in old high school yearbooks)
- Take it to the Street (A one page zany way to get public attention for your recruiting effort)
- Keep America Singing (A one-page simple musical idea for recruiting during a performance)
- Play an Away Game (A one-page program for recruiting in a prospect's home)

Effective and practical items for small chapters:

- Sample Classified Ads (A one-page sample containing four examples of classified ads)
- Former member letter (A form letter designed to appeal to your former members)
- Church Choir letter (A form letter designed to appeal to church choir directors)
- Music Teacher letter (A form letter enlisting help from local music teachers in recruiting)
- Fair and Convention Booths (A one-page list of ideas for running a display booth)
- Turn Your Radio On (A one-page list of suggestions to utilize local radio stations)
- Storefront Displays (A one-page "how-to" concerning the display of chapter artifacts)

4 Quartet Singing

A recent marketing report indicates that more than 60 percent of Barbershoppers surveyed want to spend more time on quartet singing in chapter meetings. Given this response, your chapter should vigorously promote quartet activities.

Obtain a copy of the Society publication *An Information Manual for Barbershop Quartets* (stock no. 4093 and on-line). Sections in this publication include:

- Placing your quartet in context: A brief history of quartet singing
- Rules, regulations, definition, purposes
- Forming a quartet
- Creating music as a quartet
- Rehearsals
- Doing business as a quartet
- Copyright
- The definition of barbershop harmony, and what we are trying to preserve
- Quartet registration form
- Information request for chapter show appearance
- Information sheet from quartet to contractor
- Show data sheet and packing list
- Expense report
- Sample quartet Partnership Agreement

4.1 Quartet Singing—Basic Level Activities

- Find three other reasonably compatible fellows who would like to sing in a quartet, so you have four voice parts.
- Sing!

4.2 Quartet Singing—Intermediate Level Activities

- Build “quartet time” into each chapter meeting through quartet activities.
- Establish a quartet teaching team.
- Include and package quartet performances in your chapter's annual show.
- Provide referral or in-house quartet coaching.
- Establish a novice contest or jamboree.
- Hold quartet development nights.

4.3 Quartet Singing—Advanced Level Activities

- Plan and package quartet shows.
- Provide high-level coaching to chapter quartets.

RESOURCES

- *Music Leadership Team Manual* (stock no. 4042)
- *Chapter Marketing Ideas* (stock no. 4083 and on-line)
- *Successful Singing Valentines* (stock no. 4058 and on-line)
- *Barberpole Cat Song Book and Program* (stock no. 6053)
- *Information Manual for Barbershop Quartets* (stock no. 4093 and on-line)

5 Chorus Singing

How does a chapter provide its members with a satisfying chorus singing program? To begin, your chapter must evaluate its resources. The number of members, quality of your singers, unique goals of your chapter and the nature of your human and financial resources will affect the quality of your chorus singing program.

Regardless if your chapter is at a basic, intermediate or advanced level, you must continuously evaluate the goals/objectives and subsequent results of your chorus's singing programs.

5.1 Chorus Singing—Basic Level Activities

The Music Leadership Team Manual (stock no. 4042) is an outstanding resource.

- Establish a chorus director selection/search committee.
- Select a chorus director.
- Draft a chorus director contract.
- Create a music team budget
- Plan and organize chapter meetings around the Eight Points to Fun.
- Arrange auditions and voice placements for new members and guests.

5.1.1 Introduce Basic Singing Skills

RESOURCES

- *Improving Vocal Techniques Through The Warm Up* (stock no. 4068)

5.1.2 Develop a repertoire

RESOURCES

- *Music Leadership Team Manual* (stock no. 4042) 3.4 Selecting the Repertoire
- *Successful Performance for the Quartet and Chorus* (stock no. 4055)
- *SPEBSQSA Music Catalog* (on-line)
- Music Premiere Program
- Free 'N Easy music (www.spebsqsa.org > Sing & Perform > Get Music)
- Legal/Unpublished Arrangements
- "Teach the Children to Sing" music (stock no. 8529)

5.1.3 Include gang singing at chapter meetings

The objective of gang singing is to allow the men in the chorus to experience the fun of singing through music without stopping to correct notes or singing skills. Include gang singing in your chorus program.

Make sure to:

- Explain to the chorus the purpose of the activity
- Provide simple materials. Music from the song books listed above or easy arrangements from the chorus repertoire is good.
- Ignore wrong notes; this is not a rehearsal

- Let chapter members select the songs they want to sing
- Allow members other than the director or music team the opportunity to direct
- Set aside five minutes or so of the chapter meeting for this activity, approximately two songs.

RESOURCES

- *Barberpole Cat* song book (stock no. 6053)
- *Just Plain Barbershop* (stock no.6022)
- *Strictly Barbershop* (stock no. 6049)
- *Pocketful of Tags* No. 1, No. 2, No. 3 (stock nos. 6024, 6025 & 6026)
- Learning cassettes for each song book.

5.1.4 Make chorus and stock learning tapes available

A learning tape is a quick way for a singer to accurately learn his part. A member can play the tape at home or in his car, singing along with his particular voice part. It is especially helpful for a singer who does not read music. Singers who learn quickly are not penalized by having to sit through long, tedious rehearsal learning sessions.

Learning tapes are available from several sources.

- You can purchase Society-produced learning tapes from the *SPEBSQSA Music Catalog* (on-line). Most published barbershop arrangements, many song books and some Harmony College shows, have companion learning tapes available for a nominal price.
- Several individual Barbershoppers produce learning tapes for choruses and quartets for a fee. The Society office may help you locate some of these men in your district. Chapters should make sure all proper copyright/licensing fees have been paid.
- Many chapters purchase high quality recording equipment and make their own learning tapes. This provides the singer with his chorus's interpretation of the music being learned. Note that it is a violation of copyright law to make master tapes and provide copies without obtaining a mechanical license. Specific guidelines for making learning tapes are as shown in the *Music Leadership Team Manual* (stock no. 4042).

RESOURCES

- *Music Leadership Team Manual* (stock no. 4042), 9.3 Learning tapes
- Learning cassettes for each song book
- Old Songs Library at Harmony Hall 800-876-SING
- *SPEBSQSA Music Catalog* (on-line)

5.1.5 Participate in SPEBSQSA educational opportunities

Directors College

This school occurs annually during the last week of July or the first week of August at Missouri Western State College in St. Joseph, Mo. It is a weeklong school, open to chorus directors of all levels of ability and experience. Outstanding Society directors, teachers and coaches teach the courses.

Classes include:

- Directing Techniques I-IV
- Sound Management I-III
- Theory & Ear Training I-IV

- How To Teach What You Know
- On to Rehearsal
- Performance
- Leadership

Qualified music staff, test directors prior to Directors College to ensure they are taking classes suited to their level of ability. All students take courses in Directing Techniques, Sound Management, Theory & Ear Training, Performance and Leadership.

District Directors Schools & Seminars

Some Society districts hold these events annually—some in conjunction with district mini-HEP (Harmony Education Program) schools. Most schools are held over a weekend, usually in the summer months. Courses vary from Chorus Directing, which last the entire weekend, to various classes of two to eight hours in length, aimed at the beginning, intermediate or advanced level director. Valuable classes in vocal techniques, conducting, creative presentation and theory may also be available for the students.

Harmony College

Harmony College is held every year during the last week of July or the first week of August on the campus of Missouri Western State College in St. Joseph, Mo. It is a weeklong school, open to all Society Barbershoppers.

The faculty includes the best teachers, coaches and arrangers the Society has to offer. Approximately 700 men attend the school each year, taking a variety of courses that enhance the enjoyment of our hobby. The climax of the week is a Saturday night show that features an international champion quartet. The show is created and produced by the students.

Course offerings, which are likely vary from year to year, include:

- Vocal Techniques (beginning and advanced)
- Theory and Arranging (multiple levels)
- History of Barbershop
- Physics of Sound
- Creative Presentation
- How To Coach
- Stage craft - Script Writing - Stage Lighting - Acting for Barbershoppers
- Woodshedding and Tag Singing
- Harmony College Chorus
- Programs for young Barbershoppers
- Non-member music education

District Mini-HEP Schools (Harmony Education Program)

District Mini-HEP Schools are weekend versions of the Society's Harmony College. Courses are similar to those offered at Harmony College, however, fewer classes are scheduled because of the limited time.

- Most schools offer the following classes:
- Vocal Techniques
- Chorus Directing

- Beginning Arranging
- Quartet Coaching
- Presentation and Performance courses
- Music Fundamentals

5.2 Chorus Singing—Intermediate Level Activities

Your best resource for the following is the *Music Leadership Team Manual* (stock no. 4042).

- Hold breakout sessions
- Offer vocal instruction/coaching programs
- Apply the quartet teaching method
- Hold section rehearsals
- Hold row rehearsals
- Conduct tag-team coaching
- Institute a vocal instruction/coaching program
- Organize retreats
- Hold yearly music team planning sessions

5.2.1 Hold craft sessions

Craft sessions provide basic instruction so singers can enjoy this hobby more fully. While craft is taught throughout rehearsal, separate craft sessions provide an opportunity to focus on specific areas, particularly important for new members.

Schedule craft sessions:

- Dedicate a portion of the meeting to a craft session; 10-20 minutes is usually sufficient.
- Survey chapter members about their interests and needs.
- Select music team personnel or other members who have talent to teach specific areas.
- Plan craft sessions well in advance so teachers may be prepared and sessions do not interfere with normal chorus rehearsals or other events.
- Plan the chapter meeting so craft sessions occur at various times during the evening to keep programming varied.
- Keep sessions upbeat and positive with lots of interaction between instructor and chapter members.
- You can give several craft sessions at once. Have members select which one they wish to attend. If the director or music team feels that a specific area needs attention, ask all members to participate.
- You may hold some craft sessions only once, while others may continue for several weeks.
- Evaluate the effectiveness of craft sessions after you give them.

Ideas for craft sessions include:

- Music reading. Many members do not read music, but would like to. Here's a chance to offer that opportunity, perhaps on several levels.
- Society videos. A wide range of videos is available, from learning how to apply makeup to learning how to sing better to knowing the elements that make up barbershop music.

- Performance information about things that contribute to a successful performance: putting together a song package; emcee hints; entry and exit from the stage; etc.
- Theory of barbershop harmony. Why does our style sound the way it does? Most Barbershoppers can sing it but don't know the basic elements of the style.
- Judging Categories—Always a mystery to some Barbershoppers, especially new members. The more you know, the better you'll compete.
- Singing skills. Isolate specific problems and explain them more fully during a craft session. Vowels, consonants, balance and tuning are all fair game.
- History. Where and when did the Society begin? What are the various changes that have taken place?
- Young Men In Harmony (YMIH). What is going on Society-wide to attract young men to our style?
- International contest video and audio recordings. See and hear how the “big boys” do it. Much can be learned from observing what others do.

RESOURCES

- Learning cassettes for each song book
- *Music Leadership Team Manual* (stock no. 4042), 8.3.8 Craft Class
- Society-produced audio- and videotapes
- *Successful Performance for the Quartet and Chorus* (stock no. 4055)
- *Improving Vocal Techniques Through The Warm Up* (stock no. 4068)
- *The Inner Game Of Music* (stock no. 4095)
- *Music Fundamentals for Barbershoppers* (stock no. 4034)
- *Theory of Barbershop Harmony* (stock no. 4037)
- *Music Reading 1 & 2* (stock nos. 4041 and 4045)
- Contest & Judging Handbook (on-line)

5.3 Chorus Singing—Advanced Level Activities

The chapter leadership team may want to:

- Provide advanced individual voice training and coaching.
- Hold regular retreats and intensive coaching sessions.
- Provide the chorus with more challenging material and custom arrangements.
- Establish a sequential training process to bring singers into the performing chorus.
- Create qualification and video learning tapes.

5.3.1 Arrange for new-member guest auditions and voice-placements

Note that at an advanced level, a chapter may want to use more stringent criteria for accepting new members than the basic voice placement process. Follow the recommended process for initial voice-placement and then consider some, or all, of the following steps:

- During the third week of attendance by a potential member, administer a vocal analysis (audition). Make sure to evaluate:
- Natural singing range, vocal quality throughout the range and how the “break” is handled.
- Ability to match pitch at a level commensurate with the level of the chorus
- Ability to sing a harmony part accurately

- Sight-singing ability
- Have the candidate sing his part in a quartet. Chapters with high standards may use this technique in the auditioning process. Use an octet to assist the new member with one other person on his part.
- Tape the audition. Some chapters require the new member to sing his part into a tape while the chorus is singing. This shows that he is capable of singing his part in the normal context of performance.
- Adhere to the New Member Policy Statement. This document, developed by the chapter, outlines the chapter policy for all members. It explains the steps required to become part of the performing chorus, and indicates the chapter's position on attendance, pride in performance, etc. It may also state the educational assistance the chapter is prepared to provide the new member. A sample statement may be found in the *Music Leadership Team Manual*.
- Show the candidate the new member flow chart. This form shows the new member the various stages he must go through for full membership. These forms provide places for various chapter officers to initial when the new member has completed tasks such as: audition, new-member orientation, membership application, dues paid, uniform issued, and music book received.

5.3.2 Rotate use of coaches

RESOURCES

- *Music Leadership Team Manual* (stock no. 4042), 6.4 Rotating Coaches.

6 Young Men In Harmony (YMIH)

The Society vision statement, “The Society is to be an ever-growing fraternity of barbershop-style singers, leading the cause of encouraging vocal music in our schools and communities,” includes the responsibility of a chapter to promote barbershop harmony to the younger members of their community.

While young people represent the future of barbershop harmony, chapter members must recognize that school administrators, music educators and others have an agenda of their own and a role to play in these young lives. For these reasons, a chapter's YMIH activities must support and supplement those existing agendas not interfere with or contradict them.

An effective way to introduce young people to the barbershop style of singing is through a performance. Nothing quite compares with an in-person barbershop experience. However, if your chapter does not have strong performance abilities it may have strengths in other areas such as public relations. Get involved, be creative and appoint a YMIH chairman.

6.1 YMIH—Basic Level Activities

6.1.1 Assess the school system and various other choral programs in your area

Research the local school system and choral programs in your area:

- Go to school concerts and musicals.
- Talk with principals, teachers and music leaders about their programs to find out if there is a place for barbershop music.
- Determine the school board's attitude toward arts programs, as this body is the deciding force for the allocation of funds.

6.1.2 Explore other community singing outlets such as:

- Community center activities
- Youth groups (e.g. Boy Scouts)
- Service Organizations (e.g. Kiwanis, Elks or Rotary.) Your involvement may be as simple as providing song books.

RESOURCES

- *Young Men in Harmony Resource Guide* (stock no. 4074 and on-line)
- *Sing Along Songs* (stock no. 6044)
- *Get America Singing...Again*, Volume 1 singer's edition: (stock no. 6030); piano edition, (stock no. 6032)
- *Get America Singing...Again*, Volume 2 singer's edition: (stock no. 6075)

6.1.3 Offer financial support for local music programs

Financial resources affect the ability of a school or community youth organization to participate in a musical activity. Participation requires money for everything from uniforms and music to transportation and accommodations. A chapter, regardless of its singing ability, can make a difference by donating money to support young people's musical endeavors.

6.1.4 Provide music groups with SPEBSQSA or chapter barbershop materials

A chapter can lend support in a variety of ways. Consider providing a local music group with:

- Music and/or learning tapes of music
- A subscription to the Music Premiere series (stock no. 2021)
- A subscription to *The Harmonizer*, the Society's magazine
- A legal recording of the National Anthem or CDs of quality barbershop music
- Tickets to your chapter shows
- Music Educator Packet (stock no. 4271)

6.1.5 Sponsor students or teachers to participate in SPEBSQSA music programs

The Society wants to keep music programs alive in our schools and introduce the simple pleasures of harmony to a new generation of singers. Your chapter can help.

- Promote Harmony Explosion TM (HX) Camps to teachers and students or provide scholarships for them to attend. Harmony Explosion Camp is a four-day seminar/workshop for male high school students and their teachers. Separate curricula for teachers and students include classes, rehearsals, sectionals and quartet performances. The event culminates in a Saturday evening concert.

HX Camps are a good way for chapters to support music education, as well as raise public awareness of the quality of the SPEBSQSA music program. Contact the Society office for more information.

- Contributions to Harmony Foundation at the Society office support students and teachers attending the HX Camps.
- Promote Harmony College/Directors College to teachers, as it includes a special curriculum for music teachers (voice parts, balance, intonation, history, interpretation, performance practice, coaching, and conducting techniques.)
- Promote the MBNA America Collegiate Barbershop Quartet Contest. Inaugurated in 1992, this annual event attracts dozens of quartets that compete for the international championship. Preliminary rounds are held during the spring. The finals occur in conjunction with the SPEBSQSA international convention.

RESOURCES

- *Young Men in Harmony Resource Guide* (stock no. 4074 and on-line)
- Music Educators Packet (stock no. 4271)
- Barbershop Harmony: A Tool For Musical Excellence video (stock no. 4023)
- Contact the YMIH coordinator at the Society office for more information.

6.1.6 Invite teachers or students to barbershop events by top performers

There's nothing like the power of a polished performance. It speaks for and sells itself. If an exceptional quartet or chorus is going to perform in your area, let teachers and students know and invite them to attend. If the chapter has the financial resources, offer to buy tickets, or go along and join them for the experience.

6.1.7 Provide manpower for festivals, contests and other community events

A chapter can reach out to a community in many ways. Make your chapter visible. Ask chapter members to volunteer for a community festival, contest or other community event. Have barbershop materials on hand and be prepared to talk about the hobby.

6.2 YMIH—Intermediate Level Activities

6.2.1 Invite young singers to chapter meetings

Arrange a special youth guest night or open house. Talk a little, sing a lot and, and most important, get your guests involved.

6.2.2 Arrange for a quartet to perform at a local school

Studies indicate that by third grade, children form opinions as to whether singing is a “cool” thing to do. Plant the seed early and expose elementary school-age students to harmony singing. Young children are easily entertained and relate particularly well to senior quartets (grandfather figures).

RESOURCES

- *Young Men in Harmony Resource Guide* (stock no. 4074 and on-line)
- *Introduction to Barbershop Singing for Youth* song book (stock no. G.D.-104)
- Music Educators Packet (stock no. 4271)
- Barbershop Harmony: A Tool For Musical Excellence video (stock no. 4023)

6.3 YMIH—Advanced Level Activities

6.3.1 Get involved with local music coalition groups

Across North America, budgets for the arts, particularly music, are being threatened and cut, due to inflation and demands for higher basic education standards. In the United States, organizations such as MENC: The National Association for Music Education and the American Choral Directors Association (ACDA) have formed a national coalition for music in the schools. Contact the Society office for more information on ways to become involved in these coalition efforts.

6.3.2 Organize a festival or clinic

Promote a festival or school concert featuring student singers. Sponsorship of this activity requires a strong, musically expert chapter, able to interest music educators in such events. Contact the Society office for more information.

6.3.3 Conduct high school and college choral workshops

Choral workshops are an excellent way to introduce barbershop harmony to singers and faculty without interfering with normal classroom time. Usually held over a weekend, these are major undertakings that require significant preparation.

If a chapter has competent vocal coaches, invite these men, or other qualified clinicians to participate in the workshop. Consider planning your workshop to coincide with a Society staff visit and arrange for certified Society faculty to conduct the event.

6.3.4 Sponsor a quartet to participate in a high school adjudication

Sponsoring a youth quartet contest featuring music in the barbershop style is especially effective in getting youngsters interested in singing or expanding their singing horizons. Such events take a considerable amount of planning. Ask for help. You might enlist parental groups to provide administrative support.

RESOURCES

- Contact the Society office or your district YMIH VP.

- *Young Men in Harmony Resource Guide* (stock no. 4074 and on-line)

6.3.5 Offer music teacher education

Arrange for teach-the-teacher sessions. The barbershop style is not part of traditional music teacher curriculum. Offer a high-caliber, professional, educational experience for participants to teach them about the barbershop style or how to teach it to their students.

- MENC and ACDA conventions—MENC: The National Association for Music Education and American Choral Directors Association (ACDA) require music teachers to attend continuing education classes, including workshops and clinics, to maintain certification. MENC and ACDA offer state, regional and national conventions that attract thousands of teachers for classes, clinics, concerts and workshops. The Society frequently exhibits at these events using top quartets or choruses to demonstrate the barbershop style.
- School district conferences, seminars and meetings—Individual school districts and their music departments often hold regular conferences, seminars and meetings where issues such as budgets and new materials are discussed. Make positive contact with principals and superintendents to introduce barbershop harmony into their school systems.
- Presentations by Society staff to schools during district visits—Arrange for a visit by a Society staff member who is prepared to share rehearsal techniques and educational program ideas with teachers.

RESOURCES

- Contact the Society office or your district YMIH VP.
- *Young Men in Harmony Resource Guide* (stock no. 4074 and on-line)

7 Performance

7.1 Rehearsal leads to performance

Over the years, barbershop harmony has evolved into a recognized art form. Today, four-part harmony is more than a mundane presentation in a concert setting, it is sophisticated musical entertainment. Barbershop music competes with other types of entertainment for the public's attention. As a result, we must present our music in an entertaining format to attract the public to this form of entertainment and retain chapter members.

Commit to musical excellence and be the best that you can be. Whether your chapter is at a basic, intermediate or advanced level, your performances can have an impact on other areas of chapter life such as membership and financial health. Performance activities should reflect the goals and desires of your chapter members.

7.1.1 Use the performance manual

Successful Performance for the Quartet and Chorus (stock no. 4055) is SPEBSQSA's definitive guide to all manner of performance issues. Topics covered include:

- Types of Performances
- Performance Objectives
- The Musical Plan
- Variety
- The Spokesman
- Professionalism
- The Business Side
- Sample Program Outline
- Audio-visual Aids
- Example of a Quartet Performance
- Lighting
- Make-up Technique
- Attire
- Sample Introduction
- Sound Reinforcement of Choruses, Quartets and Other Mysteries
- Quartet Information Sample
- Contract Suggestions.
- Business Agent Checklist
- Energy Development
- Visual Interpretation
- How Much is Enough?
- Theater Traditions
- Music Selection
- What is Barbershop?
- Performance Guidelines

- A Method for Developing Performance Energy
- The Use of Drugs for Stage Fright

7.1.2 Performance standards and requirements

RESOURCES

- *Music Leadership Team Manual* (stock no. 4042), Standards and Requirements

7.2 Performance—Basic Level Activities

“When a quartet or chorus has learned its notes and words, matched its vowels, interpreted its music, polished its choreography and has uniforms, there’s only one thing left to do: perform!”
Following are some activities that a chapter may achieve at a basic level:

7.2.1 Gang sing in private

Make gang singing a fun-filled, regular part of each chapter meeting. Encourage members to sing songs freely, from beginning to end, without stops or corrections. For variety, sing Barberpole Cat tunes and at the end of each phrase, have singers change parts and sing any other part for the following phrase. Many singers have heard the chords to the *Barberpole Cat* songs and can easily woodshed another part.

7.2.2 Give charity performances for specific audiences

Arrange performances for audiences that lack critical discernment, such as nursing homes. Those appearances give singers experience and provide entertainment to the audience.

7.2.3 Establish a Harmony for Lunch Bunch

This is a popular activity that may provide business associates or other singing friends with an ideal introduction to barbershopping. Survey your chapter and other chapters in the area to see if at least four men would be available one noon-hour a week for lunch and a bit of harmony. Book a few tables or a private room at a centrally located, restaurant and invite a non-Barbershoppers to come with you. Ground rules? No dues, no speeches and no business. Just a pitch pipe, a good appetite and a few songs.

7.2.4 Create a basic package

Maintain and continue to improve a repertoire of the best-performed and best-liked chorus songs. Add new songs to challenge members to learn new songs. The repertoire will change according to your schedule and activities, such as Christmas or Independence Day celebrations.

Contact your District Vice President for Music and Performance (DVP-M&P) to help you select an appropriate repertoire that can make a chorus sound better than it really is. The repertoire is likely to include uptunes, novelty numbers, simple arrangements and more than the number of songs that would be familiar to the public. Ask the DVP-M&P about obtaining a musical coach to help teach the new repertoire.

Consider the following when creating your basic package:

- Is it barbershop? The Society's primary purpose is to preserve and encourage our unique style. Do the songs support the Society's stated mission?
- Degree of difficulty. Can the chorus handle it? Do you have the correct balance of parts? Is the range appropriate? Do you have a mix of easy and difficult songs?

- Visual presentation possibilities. Shows should be entertaining. Do the songs convey an appropriate visual mood? Can the chorus handle the body movement and facial expressions necessary to sell a particular song?
- Scripting. What scripts do you need to write? How will the emcee and chapter quartets fit into the presentation?
- Competition songs. Will the chorus score well with the songs in all categories? Check out the material with judges ahead of time.
- Is the music appealing to all audiences? Strive to maintain wholesome, family-oriented entertainment values.
- Does the music further the chapter's membership goals? If the chapter represents barbershop harmony as a hobby that is easy and fun, the music should reflect that.

RESOURCES

- *SPEBSQSA Music Catalog* (on-line)
- Legal Arrangements on file with Old Songs Library
- Music Premiere Program
- Free 'N Easy Series (available on-line)

7.2.5 Hold a cabaret and other informal “just us” shows

Keep your performances simple. Your chapter may want to hold a cabaret night for members and immediate family or other informal “just us” shows. These low-profile performances give the chapter an opportunity to practice its repertoire, gain experience and build confidence.

7.2.6 Teach chapter members the fundamentals of body language and expression

Introduce singers to critical components of every performance—body language and expression. Visual interpretation is challenging, but can also be enjoyable and fun.

7.3 Performance—Intermediate Level Activities

At this stage, a chapter has achieved a moderate degree of singing proficiency. The chorus/quartet members have a solid repertoire, due to their ability, are able to make public performances. Following are activities a chapter may pursue at this level.

7.3.1 Develop a repertoire that supports your chapter’s performance goals

Barbershoppers want to sing! At this level of proficiency a chapter should find creative and fun ways to keep its chorus and quartets singing. This means developing a repertoire that supports the chapter's performance goals. Ask your members what they want, consult with your music team or music representatives from the Society and put together a program that promotes your vision.

7.3.2 Establish performance standards

RESOURCES

- *Music Leadership Team Manual* (stock no. 4042), Performing Chorus Standards

7.3.3 Develop a contest package

The public is usually unaware that there are barbershop harmony contests held every year as these contests usually take place away from public view. These performances can bring out the best that a chapter chorus or quartet has to offer. A chapter should discuss its contest package, and participation, during its annual planning session. This package should address everything from content to attire. And it should reflect the goals and objectives of the chapter.

RESOURCES

- Contact your DVP for Contest and Judging or Music and Performance for more information.
- *Successful Performance for the Quartet and Chorus* (stock no. 4055) Sources for songs
- *SPEBSQSA Music Catalog* (on-line)
- Legal Arrangements on file with Old Songs Library
- Music Premiere series (stock no. 2021)
- Free 'N Easy Series (available on-line)

7.3.4 Provide members with emcee or spokesman training

Time between songs is important. A spokesman keeps the pace lively and entertaining and provides singers with an occasional rest. The spokesman is also the performing group's representative. This is a critical role, and at an intermediate level a chapter should provide that person with emcee or spokesman training.

Refer them to material available through the Society including the *Master of Ceremonies Manual* (stock no. 4054). The manual covers topics from segues and delivery techniques to visual considerations and stage fright. Sections include:

- The Emcee's Craft
- The Show Emcee
- The Contest Emcee
- The Quartet Spokesman
- The Chorus Spokesman
- The Society Spokesman
- Information Request for Chapter Show Appearance
- Master of Ceremonies Worksheet

There is also an extensive bibliography of books that provide information about performance in general, body language, presentation skills, song titles, composers and histories of music.

RESOURCES

- *The Master of Ceremonies Manual* (stock no. 4054)

7.3.5 Encourage personal expression and mood generation when you perform

At an intermediate level, singers have a fair degree of comfort and proficiency with the music they are singing. When performing at this level they should be making the music come to life through personal expression (facial expression and involvement) and mood generation. During rehearsals, encourage and teach members to feel what they are singing.

Encourage members to enroll in Society education programs such as Harmony College, Directors College or district schools. Contact the Music Education and Services Department at the Society office for more information. Department professionals conduct numerous workshops for directors, coaches and music teachers who then teach other Barbershoppers the finer points of singing and performance.

7.3.6 Plan and perform an annual show

For many chapters, the annual show is the biggest event of the year. It is often the showcase for the chapter's new music and the chief fund-raiser for the group. Chapter members must work to

Select the musical program.

- Prepare the script.
- Arrange for lighting and sound.
- Sell the ads and handle publicity.
- Involve local music groups
- Sell tickets to relatives, friends, business associates and other Barbershoppers).
- Host an afterglow party.
- To encourage membership growth and additional community exposure, hold a guest night immediately following the show.

RESOURCES

- The *Music Leadership Team Manual* (stock no. 4042), 2.16 Show Chairman and Show Director
- *Successful Performance for the Quartet and Chorus* (stock no. 4055)
- *Chapter Marketing Ideas* (stock no. 4083 and on-line), Chapter Shows, p. 6,
- The *Master of Ceremonies Manual* (stock no. 4054), The Show Emcee, p. 13

7.3.7 Package and promote your shows

Develop performance opportunities by packaging your shows and promoting them. Performing on a regular basis will make competition easier and increase your recognition in the community. Consider contacting representatives at these sources for possible performances:

- Previous audiences. Most jobs come from people who have already seen the chorus perform.
- Booking agents. Agents make performance arrangements for a charged fee.
- Convention and Visitors Bureau. Join your local organization and make sure to check the calendar of local conventions.
- Chamber of Commerce. They can generate performance leads and generate community awareness about your chapter chorus or quartets.
- Barbershop community. Perform for other chapters. A larger chorus and its quartets at a smaller chapter's provide revenue and attract new members.
- Hotel convention sales staff. Develop business relationships with staff and invite them to your show.
- Government. Do free shows for city government to increase your recognition, which might pay off when it comes time to apply for grants or obtain permission to use municipal property.
- Associations. Contact local organizations such as the Hotel Sales Management Association (HSMA), the American Society of Association Executives (ASAE) and Meeting Planners International (MPI).
- Community support groups. Join groups that support the performing arts in your community. Such groups help the chapter better manage itself better and may offer training in writing grant proposals or help in developing computerized mailing lists. Stage joint events to increase your profile and revenue-generating ability.
- Media. Make friends with the media. Give them free tickets to the event or invite them to cover a performance.
- Charity Groups. Perform for a charitable organization and ask them, as part of payment, to mention your performance in their newsletter.

- Service Clubs. Service club performances are a good way to gain members, pick up performances and boost potential sales of tickets or ads.

RESOURCES

- *Chapter Marketing Ideas* (stock no. 4083 and on-line) Developing Performance Opportunities, pp. 4-5

7.4 Performance—Advanced Level Activities

A chapter with a high degree of musical proficiency should plan its performances to fit into the chapter's competition schedule, provide the chorus or quartets with maximum exposure in the community and provide revenue-generating opportunities. Performances should reflect the chapter's performance goals.

7.4.1 Develop and perform theatrical shows

Introduce variety into your performances. Here are just a few theatrical ideas:

- Audience participation. Involve the audience in the act. Draw them into your program. Have them perform rhythmic hand clapping, lead them in a brief sing-along or incorporate the audience's name or locale into the performance.
- Invite local school or community music groups to perform with you.
- Develop a thematic package. A thematic performance can recreate memories for the audience, inspire the audience's imagination, convey an entertaining story with familiar music and maintain more audience involvement than a conventional package.
- Introduce visual variety. Visual variety maintains audience interest. Costume changes, props, lighting changes and choreography keep the performance visually stimulating.

7.4.2 Arrange for multiple spokesman presentations

A chorus may choose to use more than one spokesman in a performance. The use of multiple spokesmen can lend a sense of variety for the act, lessen the workload for each spokesman, help develop a sense of team play and encourage quartet or chorus members to develop their talents.

7.4.3 Create emcee learning tapes

Help interested individuals in your chapter learn the emcee craft by creating learning tapes that cover everything from pitch and inflection to rehearsal and delivery techniques. A Barbershopper can serve as an emcee in a variety of ways:

- As master of ceremonies for a show
- As master of ceremonies for a contest
- As quartet spokesman
- As chorus spokesman at an annual show or other performance
- As a Society spokesman to other groups

7.4.4 Arrange for performances at high-profile venues

Be heard and seen at high-profile venues that are more likely to attract larger and more diverse audiences. Such performances can boost your public image, be financially rewarding and even help attract new members.

7.4.5 Arrange joint performances with symphonies or notable arts groups

Join forces with symphonies or notable arts groups and arrange for joint performances. Such appearances can help a chapter:

- Reach out to new markets
- Increase community profile
- Make marketing efforts more efficient (i.e. joint ticket sales)
- Help attract new members
- Generate additional revenue

7.4.6 Develop and practice a high level of stagecraft

A top-notch chorus or quartet exhibits a high level of stagecraft that it achieves through planning and practice. Make sure that every man knows his part and evaluate the group's performance by observing singers live or on videotape.

Use choreography drills as a warm-up at the start of your regular meeting. Put on a tape of the chorus and have members practice mounting the risers and practice their choreography as they arrive. Visual coaches and row captains can observe and give individual help.

Support and encourage your members to attend Society educational programs such as Harmony College, Directors College or district schools. Contact your District Vice President for Music and Performance for specific stagecraft coaching opportunities.

8 The Chapter Music Team

The music team determines the success of a chapter's performance goals. Select a music team that provides strong musical instruction so the individual member will derive the greatest satisfaction from his barbershop experience. The size and talent of the chapter determine the nature and the number of men on the music team.

This section of the *Chapter Management Guide* describes possible music team positions grouped according to basic, intermediate and advanced levels of musical proficiency. In some instances basic configurations may apply to smaller chapters while advanced positions might apply to larger chapters. It's possible that some smaller, musically talented chapters may use all suggested music team positions. Conversely, a larger chapter with less ambitious musical performance goals may choose to have just a few music team members.

RESOURCES

- All activities referenced in this chapter are discussed at length in the *Music Leadership Team Manual* (stock no. 4042). The brief descriptions provided herein serve as a basic outline.

8.1 Chapter Music Team—Basic Level Activities

8.1.1 Vice President Music and Performance

8.1.2 All other basic level activities

8.1.3 Librarian

8.1.4 Chorus Director

8.1.5 Chorus Manager

8.1.6 Quartet Activity Chairman

8.1.7 Young Men In Harmony Chairman

8.2 Chapter Music Team—Intermediate Level Activities

All positions in 8.1 plus:

8.2.1 Assistant Director(s)

8.2.2 Row Captains

8.2.3 Sections Leaders

8.2.4 Teaching Quartet

8.2.5 Contest Coordinator

8.2.6 Wardrobe Manager

8.2.7 Makeup Manager

8.2.8 Property Manager assistant director(s)

8.3 Chapter Music Team—Advanced Level Activities

All positions in 8.1 and 8.2 plus:

8.3.1 Vocal Performance Coach(es)

8.3.2 Visual Performance Coach(es)

8.4 Standing Ovation Program

The Standing Ovation Program is an opportunity for your chapter's chorus and quartets to be evaluated in their public performance presentations by a trained SOP Evaluator. Evaluators are trained to observe the overall performance of a chorus or quartet and make suggestions and recommendations to improve the entire package.

This is a voluntary program. The Standing Ovation evaluator identifies performance strengths and weaknesses, then offers resources that may provide direct and positive assistance. No results are reported to the Society or any of its committees; the evaluation is strictly between the chorus or quartet being evaluated and the evaluator. To participate, contact your District Vice President for Music and Performance (DVP-M&P).

8.4.1 Guidelines, procedures and criteria for performance evaluation

After receiving a request from a chapter chorus or quartet, a Standing Ovation Program evaluator is assigned by the DVP-M&P to make a scheduled chapter visit with the purpose of observing, evaluating and providing feedback on a 20- to 40-minute performance of the chapter chorus or quartet.

The visit will be scheduled at the mutual convenience of the chorus/quartet and the Standing Ovation Program evaluator. The district or the chorus/quartet, per district policy, will reimburse the travel expenses of the evaluator.

Preparation

The chorus/quartet will prepare a 20- to 40-minute performance, designed to reflect the group's public presentation. Consider the following aspects:

- Music selection, including presentation of the barbershop style
- Quality of singing, musicality and presentation
- Song sequencing for entertaining flow
- Non-singing comments (master of ceremonies, scripted act, etc.)
- Entrance and exit deportment
- Costuming and grooming
- Overall entertainment value
- Technical matters (lighting, sound, microphones, etc.); this may need to be explained to the evaluator if the performance is not given in a theater setting.

Procedure

- The chorus/quartet will perform its show package for the evaluator.
- The evaluator will complete an evaluation form, which is given to the performing group, and offer recommendations for improvement and training opportunities.

Criteria used in the evaluation

- Use of songs in the barbershop style, as defined in the *Society Contest and Judging Handbook*. The amount and number of such songs is not defined, nor is a restriction intended.
- Correct notes, words, intonation, energy and musicality
- Positive staging stance, expression of face and body and an appearance of enjoyment in performing
- A master of ceremonies' performance should be well-planned, delivered with a minimum of distraction and consistently characterized by material in good taste.
- Costume will be evaluated as to fit, appropriateness to the group and stage worthiness.
- Grooming will be evaluated as to stage worthiness, neatness and overall appearance.
- Any other issues that may be relevant to the Society bylaws or statements of policy

8.5 Music & Performance Resource Information

All items are available from Harmony Marketplace. Refer to the catalog and call 800-876-SING to order or go on-line to www.harmonymarketplace.com

Music & Performance Resource Information		
Singing/Vocal Techniques		
<i>A Road to Better Singing</i> (The Paul Mayo tape included)	Paul Mayo	4675
"A Voice Building Program for the Warm-up Period" Video	Bob Mucha	4022
<i>Improving Vocal Techniques Through the Warm-Up</i>	Mel Knight, ed.	4068
<i>Sing-Along Songs</i>	SPEBSQSA	6044
Music Theory		
<i>Barbershop Arranging Manual</i>	Dave Stevens, ed.	4031
<i>Music Fundamentals for Barbershoppers</i>	Burt Szabo	4034
<i>Music Reading 1</i>	Burt Szabo	4041
<i>Music Reading 2</i>	Burt Szabo	4045
<i>Theory of Barbershop Harmony</i>	Burt Szabo	4037
Performance		
<i>SPEBSQSA Music Catalog</i>	SPEBSQSA	on-line
"Chorus Performance: Look Out World" Video	Gary Stamm	4047
<i>Contest and Judging Handbook</i>	SPEBSQSA	on-line
<i>Copyright Laws and SPEBSQSA</i>	SPEBSQSA	on-line
"Earning the Standing Ovation with Lloyd Steinkamp" Video	SPEBSQSA	4056
"Entertainment According to Bub Thomas" Video	SPEBSQSA	4017
"Lou Perry on Barbershop Singing" Video	SPEBSQSA	4016
<i>The Master of Ceremonies Manual</i>	Ev Nau	4054
Old Songs Library Legal Unpublished Arrangements	SPEBSQSA	on-line
<i>Show Production Manual</i>	Rashleigh, ed.	3077
<i>Successful Performance for the Quartet and Chorus</i>	Ev Nau	4055
<i>Successful Singing Valentines</i>	SPEBSQSA	4058 and on-line
Directing		
"Directing a Barbershop Chorus"	Lyne/Rashleigh	4053
"Building a Better Chorus" Video	Lyne	4024

Repertoire		
<i>Barberpole Cat Program and Song Book</i>		6053
<i>Barbershop Potpourri Song Book</i>		6054
<i>Heritage of Harmony 50th Anniversary Song Book</i>		6061
<i>Just Plain Barbershop Song Book</i>		6022
<i>Songs of Inspiration Song Book</i>		6052
<i>Strictly Barbershop Song Book</i>		6049
<i>Yuletide Favorites Song Book</i>		6050
<i>The Wonderful Songs of Yesterday</i>		6048
Barbershop Style/History		
"What Are We Trying To Preserve?" Video	Stevens	4012
"The World's Greatest Baritone" Video	Palmquist	4049
Community Sing		
<i>Get America Singing...Again!</i>		
Singer's Edition		6030
Singer's Edition (10-pack)		6031
Piano/Vocal/Guitar Edition		6032
<i>Men's Holiday Chorus</i>		4202
<i>United We Sing</i>	Nau/Savoie	on-line
Woodshedding/Tags		
<i>Pocketful of Tags #1</i>	Szabo, ed.	6024
<i>Pocketful of Tags #2</i>	Szabo, ed.	6025
<i>Pocketful of Tags #3</i>	Szabo, ed.	6026
<i>The Pocket Woodshedder #1</i>	Szabo, ed.	6021
<i>Woodshedding Folio #1</i>	Szabo, ed.	4040
Chapter Administration		
<i>Bulletin Editors Manual</i>	Craig Rigg	
<i>Chapter Marketing Ideas</i>	SPEBSQSA	4083 and on-line
The Music Leadership Team	SPEBSQSA	4042
<i>PROBE Style Manual</i>	Craig Rigg	
<i>You Are Now A Barbershopper</i>	SPEBSQSA	4094
Public Relations		
PR Radio Toolkit (CD)	SPEBSQSA	4203
Young Men In Harmony		
<i>An Introduction to Barbershop Singing for Youth Song Book</i>	Gentry, ed.	4082
<i>Young Men In Harmony Resource Guide</i>	Steinkamp/ Rashleigh, eds.	4074 and on-line
Music Educators Packet		4271
Quartet Development		
<i>An Information Manual for Barbershop Quartets</i>	SPEBSQSA	4093 and on-line

SPEBSQSA Show Scripts		
<i>A Great Day for the Irish</i>	Gore	4425
<i>Back to the '90s</i>	Stamm	4422
Chorus Performance Package: <i>Look Out, World!</i>	Stamm	4419
<i>College Days</i>		
First Script	Rashleigh	4420
Second Script	Rashleigh	4421
<i>Grandpa's Attic</i>	Rashleigh	4418
<i>Heritage of Harmony</i>	Stamm	4416
"Polecat Sing-out Script"	Nau	
<i>Phantom of the Barbershop</i>	Stamm	4423
<i>Planes, Trains and Automobiles</i>	Savoie	4428
<i>Remember Radio</i>	Schuler	4424
<i>Salute to America</i>	SPEBSQSA	4405
<i>Something to Cheer About</i>	Nau	4426
<i>Songs America Sings</i>	SPEBSQSA	4401
<i>Songs for all Seasons</i>	SPEBSQSA	4403
<i>Southern Memories</i>	SPEBSQSA	4404
<i>The Barbershop Time Machine</i>	Stamm	4431
<i>The Melody Lingers On</i>	Nau	4406
<i>Through the Years</i>	Rashleigh	4429
<i>Time of Your Life</i>	'83 Script Class	4411
<i>What the Dickens? (A Partridge In A Parody)</i>	Stamm	4417
<i>Whistle Stop Barbershop</i>	Stamm	4414
<i>Winter Wonderland (Performance Package)</i>	Nau	4427
<i>You Ain't Heard Nothin' Yet</i>	Stamm	4415

9 Marketing and Public Relations

When you want to:

- Attract new chapter members.
- Encourage the community to attend an annual show.
- Promote a barbershop convention.
- Get young singers to attend an event.
- Promote your chapter, chorus or quartet.
- Become better known in your community.

Your marketing and public relations effort should involve strategic planning, positive action, a thorough follow-up and evaluation.

Marketing and public relations are about communications. Many definitions exist for these two terms. Marketing attempts to develop, deliver and package a message or product for sale. Public relations creates awareness or recognition about that message or product. Public relations deals with internal and external individuals and/or groups affected by a chapter's activities within and outside of the Society.

Creative promotion of one event can have a significant impact on another aspect of your chapter's program. For example, an effective public relations campaign to promote the reputation of a talented quartet can enhance a chapter's youth outreach program. Likewise, a weak marketing campaign can hinder the success of a recruitment campaign, which would adversely affect chapter membership.

The activities that a chapter and its leadership team choose to pursue are a reflection of that chapter's desire to succeed, its vision of success and the skills of its members.

9.1 Marketing & Public Relations—Basic Level Activities

9.1.1 Acquire and distribute Society barbershop materials

Every chapter should have an appropriate supply of marketing materials. Many items are available from the Society at no cost, others for a modest charge. These publications will help guide you and your team when you want to create a newsletter, write a press release, promote a chapter event or orient existing or prospective members in Society matters.

9.1.2 Develop a chapter fact sheet that includes:

- Chapter charter date
- Chorus and quartet awards
- Names of chapter president and chorus director (If the fact sheet is expensive to print, delete information that changes regularly, such as presidents. It limits the life of the piece and is expensive to correct/update each year)
- Registered quartets.
- Community activity and involvement of the chapter.
- Harmony Foundation and other charitable activities of the chapter.
- Activities at which the chorus and quartets perform

- Contact person's name, address, phone number and e-mail address. If there is a chapter phone number, then list that number. Chapter phone should have an answering machine.
- A recent photograph of your chorus, quartets and small photo of your chorus director

Make the kit simple and inexpensive using existing materials already on hand. Add to it as your marketing plan begins to generate revenue.

Design business cards that list the chapter's phone number, e-mail and Web site addresses, and location, day and time of the meetings. Cards should be available to all chapter members as a handout to potential members. Create other cards for specific people such as the chapter president or chorus director containing contact information.

RESOURCES

- www.spebsqsa.org > Who We Are > Press Kit
- www.spebsqsa.org > Run Your Chapter > PR
- Media kits (stock no. 4226)
- What is SPEBSQSA (stock no. 4244)
- *Introducing SPEBSQSA* (stock no. 4204)
- Origins of Barbershop Harmony (stock no. 4220)
- Celebrities in Barbershopping (stock no. 4251)
- SPEBSQSA Fact Sheet (stock no. 4224)
- Radio Tool Kit CD (stock no. 4203)
- An Invitation to Join Us in Song (stock no. 4205)
- Harmonize for Retirement Recreation (stock no.4346)
- *You Are Now a Barbershopper* (stock no. 4094)
- Pattern News Releases and How to Use Them (stock no. 4112 - disk, stock no. 4113)
- PROBE Style Manual (www.harmonize.com/probe)
- Bulletin Editors Manual (www.harmonize.com/probe)
- Barbergraphics (stock no. 22075)
- Folder to put the material in (from the Society stock no. 3536 or purchased from printer)

9.1.3 Take a chorus/quartet photo

Visuals sell a story. A current quality photograph of your chorus can support your chapter public relations program whether you submit the photo to a local newspaper with a press release, use it on a poster to advertise an upcoming event or place it in a chapter program, flyer or brochure.

Have 5x7 or 8x10 color photos or transparencies for use by newspapers, newsletters, magazines or, television stations. Color shots can be printed in black & white by any newspaper or by a printer in a flyer. Scan a photo and use the services of an on-line photo reproduction company such as Ofoto to obtain inexpensive quality copies

Except for chorus photos, when you submit a photograph to the media, identify all the people in the picture (from left to right; check name spellings) on a paper flap taped to the back of the photo. Chorus photos should not list singers' names. Attach a note to each photograph to describe the occasion, date, time, place and any other essential information.

9.1.4 Publicize your activities on an event-by-event basis

Spread the word! Generate awareness and enthusiasm about your events and your chapter. Contact the media including newspapers, magazines, special-interest publications, radio, television and cable TV stations. Using the media will keep the chapter name in front of the public.

Have a plan of organization. Make your initial contact two or three months before the event. Keep in mind the specific needs of each media outlet. Inquire about deadlines and formats for submissions and follow them explicitly. Print media will tell the story through words and pictures; radio will want words and sounds; and television will require words, sounds, pictures and motion.

Use news releases to notify media about your events. Each release should be a complete package. Media outlets normally do not keep information. Release content should be newsworthy, timely and appropriate. You have a better chance of being noticed if your news release answers these six questions: who? what? where? when? why? and how?

News release checklist:

- Be sure it is news.
- Make it easy for media to handle.
- Give it a personal touch.
- Don't forget the value of a name.
- Keep it to one page, if possible.
- Choose one angle.
- Use quotes to humanize the story.
- Use lively writing.
- Clarify, then amplify

News release items to include:

- Logo, preferably letterhead or heading
- Date of issue
- Release date: (e.g. For Immediate Release)
- "Kill" date (last date information is to run)
- Contact name and phone number, office and home
- Headline—succinct and informative (headlines should be a sentence not a title)
- Indent paragraphs five spaces; double space; 1.5-inch margin.
- When a release runs more than one page, head each page with a shortened version of the headline.
- Releases running more than one page. Type "more" at the bottom of each page. Not the last page.
- On the last page, mark the end of the release with a -30- or #####.

RESOURCES

- Radio Tool Kit CD (stock no. 4203)
- Pattern News Releases and How to Use Them (stock no. 4112 - disk, stock no. 4113)
- www.spebsqsa.org > Run Your Chapter > PR
- www.spebsqsa.org > Who We Are > Press Kit

9.1.5 Make news by being a part of other peoples' news

Contact other community groups such as service clubs, businesses, industries, schools, government agencies, convention and visitors bureaus, chambers of commerce and trade associations. Being active in the community introduces barbershop harmony to people who do not usually hear it and may help to recruit chapter members.

Involve the chapter in your performing arts community. If there is an active organization, join it. Community projects are news; when the chapter is involved, it has the opportunity to be included in the news spotlight.

9.1.6 Develop a recruiting flyer

New members keep a chapter alive. Every chapter should have a recruiting poster that lets people know who you are and when and where you meet. Your flyer, whether it's an 8-1/2 x 11-photocopied sheet or a full-color piece should carry the basic barbershop harmony message: that barbershop harmony is fun, easy, and you can do it, too! Tell the story through words, or better yet, with a picture as well.

Consider your budget, the audience you want to target and your distribution strategy to determine how many flyers you will need. Possible posting locations include:

- Public notice boards at community libraries, grocery stores, recreation centers and community centers
- Notice boards at schools, especially music departments
- Music stores.
- Day-care centers or other places where women are likely to notice them. (Never underestimate the persuasive powers of a woman with her fella!)

Use talented chapter members to design and create visual impact items. Just because you have access to a computer and a desktop publishing program does not mean you have the skills to put together an effective piece. When you come to the layout stage, consider using graphic images available from Society resources.

RESOURCES

- www.spebsqsa.org > Run Your Chapter > PR
- www.spebsqsa.org > Who We Are > Press Kit
- Barbergraphics—clip art on CD (stock no. 22075)
- 12,000 Images Plus (stock no.22077)

9.1.7 Develop a show poster

Probably no single activity during the year will receive more attention from your chapter members or the community than the annual show. A successful promotion attracts a larger audience and adds dollars to the treasury. While most ticket sales are made by members, selling is easier when the public has heard about the show.

Produce a show poster that announces your event including the date, time, location, ticket price and how/where to buy tickets. Include the Society logo, a contact name and information phone number. Follow the "Recruiting Flyer" suggestions described in 9.1.6.

9.1.8 Promote and use Society merchandise

Harmony Marketplace merchandise is not just for chapter members. Many items that feature the Society logo or a musical theme make great gifts.

Quartet and chorus recordings are outstanding ways to share the joy of barbershop harmony. Society Merchandise can be used in promotions as prizes, give-away items or raffle donations to enhance a chapter's profile.

RESOURCES

- Harmony Marketplace Catalog
- www.harmonymarketplace.com

9.1.9 Set up an e-mail address

E-mail is fast and economical. Set up an account for your chapter. E-mail is an effective way for you to communicate with the Society office, your membership or anyone in the community about chapter activities and events.

9.1.10 Promote Harmony Foundation

Develop local music outreach programs or assist local music groups.

9.2 Marketing & Public Relations—Intermediate Level Activities

Quality singing, creative volunteers and an appropriate budget are just a few of the things that help advance a chapter to this next level of marketing and public relations.

9.2.1 Build a chapter identity

Know who you are and what makes your chapter unique. Consider the diversity of your membership. While all members are there to experience barbershop harmony, every man is having different needs met. The overall character of your chapter defines your product

Members usually fall into four categories:

- Affiliators—who enjoy the social aspects of the hobby
- Competitors—who work to excel
- Leaders—who enjoy planning and directing activities
- Hobbyists—who sing for the sake of singing

Modify the message that “barbershop harmony is fun, easy and you can do it, too!” to fit the personality of your chapter.

For example, if the character of your chapter is competitive, your message might be: “Barbershop harmony is easy because we have a tremendous education system, fun because you can perform and hear the applause, and you can do it, too, because look at us—we’re average singers who are great together.”

By contrast, if the character of your chapter is more hobby-oriented your message might be: “Barbershop harmony is easy because we offer self-paced instruction, and you can do it, too, because the only limits are your own desire.”

9.2.2 Design a chapter logo

Your logo should reflect your chapter's identity. While planning and input from chapter members is critical, a professional artist should produce the final product. It should:

- Be a rallying point for the chapter and build esprit de corps.
- Identify the chapter as a quality singing group.

- Be something that the chapter uses to adorn anything from banners and traveling jackets to business cards and stationery. A clean, crisp logo will reproduce well on letterhead or as a small version on business cards, etc. If you produce a color logo, make a black and white copy to determine if you're satisfied with the way it looks.
- Be something that members will not get tired of using in the future.

9.2.3 Create and place media stories

Exposure is an essential ingredient for success. If your chapter wants to increase membership and become a known community resource, you will want to interact with the media. Keep in mind that the primary purpose of your media contact is visibility.

By giving media specific story ideas you help shape the message they deliver. With useful information, they can tell your story in such a way that the reader or listener might be inspired to respond to your message with action. Contact reporters, editors and producers with confidence. Let them know you've got a great story—be specific. Present stories, tailored to the needs of the medium, that will be of interest to its audience.

Consider these media opportunities:

- Print, radio and television
- Weekly newspapers
- Other publications such as special interest newsletters and company house organs
- Paid advertising
- On-air interviews.
- Public service announcements
- Specialty stations

Provide the media with:

- A hook—a creative outlook that draws in the audience, promising something entertaining or enlightening
- Illustrations—attractive visuals for print or television, quality audio for radio
- A message—why do you want exposure? What action do you wish to motivate in the audience, i.e. membership or ticket sales? Answer the who? what? where? when? why? and how? questions.

Media coverage of chapter activities is competitive with other chapters and with other arts groups. If your material is newsworthy and presented creatively, you will stand a better chance of being covered.

Chapter events/people to publicize:

- Election of officers
- Guest nights
- Contest participation
- Barbershopper of the year
- Annual schedule of activities
- Harmony Foundation or other donations
- COTS attendees
- Award of Harmony recipient

- Harmony Week (week of April 11)
- International convention attendees
- Chapter anniversaries
- New meeting location
- Local appearances
- New director
- Father-son combination sings.

RESOURCES

- *Chapter Marketing Ideas* (stock no. 4083 and on-line)
- Radio Toolkit CD (stock no. 4203)
- *Bulletin Editors Manual* (www.harmonize.com/probe)
- *The Music Leadership Team Manual* (stock no. 4042), Copyright, pp. 35-37, Taping/Recording, p. 38

When a chorus or a quartet performs in public, the performers create a lasting impression, good or bad. Evaluation is particularly intense when it comes to radio and television appearances.

9.2.4 Develop a chapter promotional audio- or videotape

Quality promotional audio and videotapes are valuable marketing and publicity tools. When booking performances or generating publicity remember to follow copyright law. Contact the Society office for details.

9.2.5 Package and sell your performances

Chapters and quartets succeed in booking appearances because they create unique performance packages that meet community needs. A number of seniors quartets have found a rewarding niche performing for elementary school children who are delighted to hear songs from warm, trustworthy “granddads.”

Identify the markets you would like to pursue for performances. Then, design a package that fits those needs. This effort may help you craft a better, more focused package for contests.

9.2.6 Market the annual show to new audiences

In the Basic Level Chapter activity section, the annual show's audience is drawn from chapter members, family and friends. At an intermediate level, a chapter should heighten its efforts and reach further into the community. Chapters and their members can educate all public segments about barbershop harmony. The arts, business, government and media representatives are your markets. Good barbershop harmony should be part of the quality of life in a community.

RESOURCES

- *Chapter Marketing Ideas* (stock no. 4083 and on-line), *Developing Performance Opportunities*, p. 4
- *Successful Performance for the Quartet and Chorus* (stock no. 4055), *Marketing the Act*, p. 31
- www.spebsqsa.org > Run Your Chapter > PR

9.2.7 Marketing & Public Relations—Advanced Level Activities

A chapter operating at this level of proficiency has a strong identity and knows how to market itself to generate results. The chapter may enjoy a reasonable amount of public awareness in its community. The chapter continues to seek additional ways to enhance its image and its presence.

9.2.8 Create a chapter Web site

Let the world know about your chapter. Create a Web site. Make it as simple or as intricate as your time, talent and energy allow. Simply post information or make it interactive. You can include items such as upcoming events, chapter history, press releases and chorus or quartet photographs. Check out the Society Web site at www.spebsqsa.org and see what is currently on-line. The Society office can provide additional information.

RESOURCES

- www.spebsqsa.org > Run Your Chapter > PR

9.2.9 Establish a patron program

A patron or “friends of” program is a good way to include non-singing members of the community in the chapter family. The sphere of influence of a barbershop quartet or chorus can be large. Barbershoppers provide entertainment for businesses and conventions, for service clubs and at civic gatherings. They bring a smile to shut-ins, people at rest homes and hospitals. They bring enjoyment to senior citizens centers. And they raise funds for Harmony Foundation and other worthy causes.

Tap into these audiences and seek their support. Given the right information, a patron or friend of the chapter might be willing to donate time or money. For information on how to establish a patron program, contact the public relations staff at the Society office.

9.2.10 Develop affiliations and partnerships with professional organizations

There is strength in numbers. By developing affiliations and partnerships with professional organizations you can stretch your marketing dollar and deliver your marketing message. Start by being active in the community. Attend a local meeting of your convention and visitors bureau, town/city council or service club. Consider joining a local arts organization or forming one of your own to promote and/or lobby for the arts.

Be seen, be heard and be professional. You are representing not only your chapter, but the entire Society. For help and information on developing affiliations and partnerships, contact the public relations staff at the Society office.

10 Community Relations/Service

A chapter must work to earn the respect of its community. It should strive to be a credible and worthy organization making a valuable contribution to the quality of life in a community. The challenge for a respected chapter's members is to maintain and improve upon its reputation.

The best way for a chapter to make its mark and garner public support is to provide quality entertainment demonstrating that barbershop harmony is a legitimate art form. To do this, members must commit to constant improvement in their musical craft.

Barbershop singers have also demonstrated that they enjoy helping others. This is evidenced by the millions of dollars Society members have contributed to national and local charities and the thousands of hours they have donated to help others experience a better quality of life. The opportunity to serve has never been dictated by anyone—it has evolved from our organization's first days. We enjoy our singing, we enjoy sharing our singing with audiences, and we are proud of the charitable mission that our singing has helped to promote.

10.1 Support the Society's Charitable Mission through Harmony Foundation

10.1.1 What is Harmony Foundation?

In 1959, the Society established Harmony Foundation, Inc., an educational and charitable arm of the Society. The motto of Harmony Foundation is "**Sing . . . for life.**" This motto captures in three small words the life-enriching and life-skills programs we support through the hobby of barbershop harmony singing.

In 1995, Society President Dick Shaw appointed a task force to "examine ways in which the Foundation, or some successor entity, could contribute to Society goals by providing a vehicle for soliciting, receiving, managing and distributing charitable donations." In 1997, as a result of the task force's recommendations, the Society Board of Directors reaffirmed the need for maintaining Harmony Foundation as a separate organization.

The Board also stated, "Harmony Foundation is to function as the fund-raising arm of the Society in support of the Society's charitable and educational purposes, projects and programs, to develop and manage Harmony Foundation assets, and to administer grant applications and awards. Fund raising involving solicitations from individual or corporate sources must be coordinated through Harmony Foundation."

In November 2000, the SPEBSQSA Board of Directors unanimously adopted a resolution to eliminate existing service projects and declare that, "it shall be the charitable mission of SPEBSQSA to preserve our musical legacy through support of vocal music education in our schools and communities." They also made Harmony Foundation the Society's official charity.

Harmony Foundation actively guides all fund raising for the benefit of the Society. That includes annual, capital and planned giving from individuals, corporations and foundations. It also guides the growth of an endowment program. In addition, the Foundation actively seeks grants.

10.1.2 The President's Council—A leadership giving program of Harmony Foundation

(This program is expected to launch in the fall of 2003 following some final approvals.)

The Board of Trustees of the Harmony Foundation created the President's Council as an opportunity for our barbershop community's leading citizens by to further their commitment through annual gifts of \$1,000 or more. Members of the President's Council receive special recognition for their distinguished support of the Barbershop Harmony Society.

Nowhere is the spirit of caring and community more evident than in the distinguished group of individuals who participate in this leadership giving program.

The President's Council will be led by a cabinet composed of council members. An annual President's Council Award will be presented to a member who makes an outstanding contribution to the Foundation and the Society.

Membership in the President's Council is open to Society members and non-members alike. Individuals who contribute an unrestricted gift of \$1,000 or more to the Harmony Foundation by the close of the program year (June 30) are offered membership. That membership is sustained by an annual contribution and includes the donor's spouse.

The President's Council Membership Levels

- The Partner—a response of significance. Membership with an annual gift of \$1,000 - \$4,999
- The Advisor—a relationship of trust and distinction. Membership with an annual gift of \$5,000 - \$9,999
- The Director—a commitment of unquestionable consequence. Membership with an annual gift of \$10,000 or more

10.1.3 The Founder's Club—Preserving beyond a lifetime

O.C. Cash loved barbershop singing and dreamed of spreading its harmony throughout the world. He set that dream in motion in 1938. His dream continues today in the hearts and voices of tens of thousands of Barbershoppers and their families throughout North America and is spreading to affiliate organizations on other continents.

The Founder's Club was created to provide a way for men and women to join in Cash's dream in a way that is in reality a living memorial.

There are many ways for people to become a member of the Founder's Club and be a part of keeping the dream alive. These gifts, made during life or through estate plans, strengthen the Society and its programs so that others may continue the tradition of producing harmony

Endowments

Endowed gifts are held in perpetuity. The Foundation invests the initial gift and spends only a portion of the average annual investment return. The remaining income is reinvested with the principal as protection against the eroding effects of inflation. Thus, the benefactor who makes an endowment gift today finds gratification in knowing that it will grow and continue to support its intended purpose far into the future.

Planned Giving

Many say, "I truly want to help. I only wish there were some way I could make a gift that really made a difference." Planned giving is the key to making a gift that may seem beyond reach.

These are some of the examples of planned giving opportunities:

- Outright Gifts: Cash, Stocks & Bonds, Tangible Personal Property, Real Estate
- Life Income Gift Plans: Charitable Remainder Trusts
- Income to Harmony Foundation: Charitable Lead Trusts
- Beneficiary Designations: Retirement Programs, Deferred Compensation Programs, Life Insurance Policies
- Gifts in Your Will: Fixed Amount, Certain Percentage of Estate, Remainder after Specific Distribution

The following are the levels of Founder's Club membership.

(New Membership Levels effective 1/1/04)

- Diamond Level Members with gift commitments of \$1,000,000 or more
- Platinum Level Members with gift commitments of \$500,000 - \$999,999
- Gold Level Members with gift commitments of \$100,000 - \$499,999
- Silver Level Members with gift commitments of \$50,000 - \$ 99,999
- Bronze Level Members with gift commitments of \$10,000 - \$ 49,999
- Current members are "grandfathered" into the program

Harmony Foundation will provide counsel on the how the current tax laws apply to financial decisions donors make. This will be accomplished through financial seminars provided at the international and midwinter conventions and through literature available both in print and on-line.

Founder's Club members receive an exclusive invitation to a special event at the midwinter convention where they will receive the latest information on the Society plans for the future and how Founder's Club members will, in fact, ensure the future of the Society.

Additional recognition details are still being developed.

10.1.4 Tribute Gifts—Remembering special times and special people...

It is difficult to find words that describe the truly special times of our lives...and the special people in our lives. How do we express the joy of a newly born life? The grief for a lost loved one? The gratitude for a lifetime of support and friendship? Or just a message of love and caring to someone special on a birthday or anniversary?

Tribute gifts are given in honor of someone to celebrate an event in life his or her life or in memory of the life of someone who has passed away. The camaraderie among Barbershoppers and the respect they have for their friends make this a very popular program in which to participate.

Tribute gifts, unless arranged otherwise, are placed in the unrestricted endowment fund.

When contributions in someone's memory reach \$250 or more, his or her name is placed on a beautiful plaque. The Foundation is in the process of developing a new plaque system that can be accessible to those who may never see the one at Society headquarters.

10.1.5 Grant Services

The grant education program has been successfully launched by a committee established about a year ago. The Grant Services Program is led by a five-person steering committee made up of some of the best grant practitioners and instructors available. The committee oversees the quality of instruction, promotion of seminars, satisfaction of the students and effectiveness of the training materials.

The Foundation is pleased to incorporate the program as a key development strategy within its overall program. Grants Education Services will work at all levels of the Society to lead development initiatives and to provide the staff and process to garner support for chapters, districts and the Foundation.

- At this printing, the Foundation is searching for a fulltime experienced professional to serve as director of grant services. This is the first time that the Foundation or the Society has made this kind of investment in such a position.
- The Foundation has secured the professional services of a grants consultant to ensure that the grants startup function is properly supported and that the best research resources are available to it.

Almost every district has a Grant Education Chairman who has been trained to both lead the development and promotion of seminars for chapter chairmen and answer questions from chapters during the grants seeking process. Approximately 50 chapters succeeded during this first year in having grant requests funded.

The focus so far has been on public grants. Future training will include corporate and private foundation grant seeking. As a result, the base of potential funding is expected to expand significantly.

10.1.6 How do you support Harmony Foundation?

An individual, quartet or chapter may make a donation. Whatever the project, a chapter should set a goal for its annual contribution and outline how it plans to achieve that goal. Some chapters:

- Donate a percentage, typically 10 to 20 percent, of the net profits from shows.
- Stage a special show strictly in support of Harmony Foundation.
- Donate fees from one or more performances.
- Encourage all members to participate personally in appeals from the Foundation at a level that is appropriate for them. Some can send \$45 in response to a direct mail appeal, some can sign up for \$10 a month to come out of their checking account, and others can join the President's Council at \$1,000 or more.
- Encourage all members to join the Founder's Club and help to ensure that barbershop harmony will live forever.
- Donors to the Foundation can participate in the Employee Matching Gifts Program and have their gift doubled or tripled by their employer.

Send contributions on a regular basis. Do not hold the contributions until the end of the year, as the Foundation depends on continuous funding.

Send all contributions for the Harmony Foundation General Fund and Endowment Program to:
Harmony Foundation
7930 Sheridan Road
Kenosha, WI 53143-5101

10.1.7 What are the Harmony Foundation awards?

This section will be evaluated and redesigned to reflect the reward and recognition that is appropriate for the new development programs of the Foundation.

10.1.8 Consult your District Vice President of Financial Development

Every district has a District Vice President of Financial Development. They are the Foundation's representatives within each district. They are trained to understand the scope of the Foundation's programs and should be an excellent resource for their district's chapters. Every district is also in the process of recruiting, training and deploying chairmen of specialized programs. These programs are the President's Council, Grant Education and Founder's Club.

You may address questions or comments to the Harmony Foundation office, 800-876-7464 x8446. The e-mail address is hf@harmonyfoundation.org

RESOURCES

- Harmony Foundation Web site: www.harmonyfoundation.org
- District Vice President of Financial Development
- Grant Services Program

10.2 Community Relations/Service—Basic Level Activities

10.2.1 Book low-key performances

Solicit quality public performances. To gain public recognition, a chapter must perform in front of audiences. The more a singer performs in public, the more he gains from the experience.

When singers are at an early stage of musical development, perform for audiences where singing quality may not be a primary consideration, as in nursing homes or children's hospital wards.

Consult with your chapter counselor or District Vice President for Music and Performance to assist your chapter with a selection of beginning repertoire designed for singers at the basic level.

10.2.2 Participate in "good neighbor" work

Get involved and make a difference. Volunteer for community activities such as annual highway litter clean-ups or community garage sales.

10.2.3 Provide staffing for school groups and other charities

Help out at a school's music concert or contest. Service groups often need warm, friendly people to help out with their charity events. Consider donating time to such a cause—whether it's selling tickets, making phone calls or filling sandbags.

10.2.4 Donate money to a cause

Make a cash donation on behalf of your chapter to a worthy local cause that supports the SPEBSQSA charitable mission.

10.3 Community Relations/Service—Intermediate Level Activities

10.3.1 Perform at charitable fund-raisers

At the intermediate level, the chapter is sounding better and has the singing ability to make more public appearances. Schedule performances at charitable fund-raisers. Partner with a local charity—you provide the talent and organize the show, they sell the tickets. This enables your chapter to make a valuable contribution to a worthy cause, get more performing experience, and heighten its recognition within the community.

10.3.2 Participate in parades

Quartets can parade in pickup trucks with a sound system. The chorus, or a portion of the chorus, can parade on a flatbed truck or hay wagon using a sound system. You can record the chorus and play back the music over a sound system while the chorus sings along.

The chapter may recruit members from a parade appearance, and the chorus or quartets may book performances. A parade appearance may also attract advertisers for the next show program, or sponsors with donations of money or goods. Parades are fun for members and family members. A parade entertains the public and lets them know that the Society and the local chapter exist.

10.3.3 Provide performance opportunities

Invite a school or community singing group to perform on your annual show. This will give the group exposure and probably will bring additional audience members to your show. Be sure to make a donation to their music program.

10.3.4 Apply high-level skills to community events

Your chapter has members with a wide range of backgrounds, jobs and abilities. Encourage your members to contribute some of their experience and special skills to the community. Avoid issues that involve political entanglements.

Examples: A housing contractor might provide input into the building of a community hall. An accountant might work on the budget for a community project. A writer might draft sample letters or brochures that the community could use to advertise the benefits of living there. The writer should not write political campaign literature while representing the Society.

Society and chapter non-profit tax status prevents members from openly endorsing political causes. Individual members, however, may speak out in favor of music education at school board meetings and other political forums as long as they do not represent themselves as official Society spokesmen.

10.3.5 Establish an Award of Harmony program

The Award of Harmony program recognizes a deserving individual in the community, a person who is known and respected and best represents through his or her life and efforts the truest meaning of "harmony." It's an excellent program to cement relations between your chapter and your community.

RESOURCES

- Award of Harmony Program (stock no. 4225)

10.3.6 Help other organizations with their publicity

Offer to assist another organization with its event. For example, your chapter could help organize the event and its promotions or sell tickets. This type of cooperation generates favorable publicity for your chapter and fosters positive community relationships.

RESOURCES

- *Chapter Marketing Ideas* (stock no. 4083 and on-line)

10.3.7 Donate money to worthy causes

In addition to your chapter's support of Harmony Foundation, select a local group or cause that you would like to support and make a donation on behalf of your chapter. Ensure that your chapter is recognized for its contribution so that the community knows you are an active supporter.

10.4 Community Relations/Service—Advanced Level Activities

10.4.1 Mentor and teach others how to succeed

Advanced level chapters have individuals with specialized skills and talents that can help other community groups in their efforts to succeed. Partner with a community organization and share your talents. You might be able to teach them how to recruit members, to plan a fund-raising event, or to generate media coverage.

10.4.2 Educate the community about the value of barbershop harmony

An active barbershop chapter can have a positive effect on a community and enhance the quality of life in that area. Barbershop harmony provides chapter members with a challenging and rewarding hobby. It presents citizens with entertaining performances, supports various groups and organizations with financial and non-monetary support.

The chapter can educate community leaders, and members of the general public, about these various influences. Chapter leaders get this message across through public relation initiatives, membership campaigns or through performances.

A chapter has an economic impact on a community. The chapter and its members use community services and facilities. Barbershop conventions attract visitors who spend money in the area. Make sure that civic leaders are aware of this impact. Attend meetings held by your chamber of commerce and convention and visitors bureau. Provide them with regular updates about your events.

10.4.3 Get out and network

Make your chapter visible. Participate in community events and associations. The more you are seen as an active and contributing member of the community, the more you will be recognized for your efforts.

RESOURCES

- Harmony Foundation Web site: www.harmonyfoundation.org/