



CEO Report Summer 2015

2015 Aims and Program Alignment Four goals, five areas of focus

Goal 1: BHS Rebranding effort and launch

Goal 2: Financial Rebalance

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

Goal 4: All members working together

Area 1: Help with recruiting

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

Area 3: Provide coaching help to chapters

Area 4: Help chapters plan and implement shared activities

Area 5: Modernize music and arrangements available through BHS

Programs aligned to Purposes (from bylaws)

- To perpetuate the old American institution, the Barbershop quartet, and to promote and encourage vocal harmony and good fellowship among its members throughout the world by the formation of local chapters and districts composed of members interested in the purposes of this corporation **[Membership]**
- To hold annual, local, district, state, national and international contests in quartet and chorus singing **[Events and Conventions]**
- To encourage and promote the education of its members and the public in music appreciation, and **[Harmony University]**
- To promote public appreciation of Barbershop quartet and chorus singing by publication and dissemination thereof; **[Marketplace]**
- To initiate, promote and participate in charitable projects and to establish and maintain music scholarships and charitable foundations **[Outreach]**
- To initiate and maintain a broad program of musical education, particularly in the field of vocal harmony and the allied arts **[Harmony University]**

General Updates

People (staff, interns and volunteers):

- Staff full-time – 31
- Contractors – 2
- Staff part-time – 3
- Open Positions – 2
 - o Manager Chapter Leadership Education - (replaces IT Programmer) – 3rd Qtr
 - o Marketing Director – TBD
- Volunteers - The Society headquarters reaps the benefits of having 7 volunteers who have provided 578 hours of volunteer service since January 1, 2015.
- Interns - We currently have one summer intern (May-August) who is working in two areas: Harmony University and the Pittsburgh convention.

Operational Project Teams (OPT) - Update:

The restructuring and engagement of the volunteer core to assist the Society with operational projects is starting to take form. The legacy SCJC OT continues to operate very efficiently. SCJC chair, Kevin Keller, is in his final term ending in December, and his successor has been determined by the President and CEO, which will be announced during the week of convention.

The remainder of the legacy OT will be going through a transition. In May, we set up six additional projects for the Legacy OTs including: VPs of Chorus Director Development, Events, Membership Development, Mktg/PR, Music/Performance, and Youth in Harmony. Very few people are using these projects as a collaborative platform. We have had a few conversations on Events, Mktg/PR, and Membership Development, but most people (>50%) have not accepted their invitation to join. We will continue to encourage shared knowledge through these channels while the transition to OPT continues.

OPT as presented in the Membership Growth and Development plan presented to the board in November 2014 and approved by the DP Council during our meeting in New Orleans 2015, are starting to take shape. The Leadership Development OPT was identified as the most important of the new project teams and their updates are below. The remaining new OPT is scheduled to rollout the following:

- Barbershopper IS - project coordinator/chair will be named by August 2015. Focus Group on Society value will be our announcement and explanation of this OPT along with mass communications
- Musical Leadership Development - project coordinator/chair will be named in August 2015 and announced during Harmony University

- Chapter Growth and Development - project coordinator/chair will be named in August 2015 after the new staff resource, Manager Chapter Leadership Education, is hired
- Outreach - project coordinator/chair will be named in third quarter 2015

Leadership OPT Update

Empowered in June of 2015, the Leadership Development OPT has lit upon several deliverables for the second half of this year as the impetus to even stronger programming in 2016 and beyond.

The target of their initiatives is the majority of our chapters in our Society. Our mission is to provide every resource possible so that every chapter experiences hope; for without hope there is no need to cast something new or even to place one foot ahead of the other.

Future tasks...

1. Revisiting and in some cases repackaging the tools of all chapter management strategy will create the solid footing needed and the environment from which those chapters can grow.
2. Identifying those men who possess the qualities and the vision to move their chapters from the daily rigors of management into the evolutionary process of leadership will create sustainability.
3. Unearthing from the multitude of leadership curricula that which best benefits our society will provide focus and sequence to the chapters and all Society sponsored educational endeavors.
4. Capturing the essence of human behavior in a volunteer world that propels men to convert the knowledge gained into action will breathe new life into individuals and chapters.
5. Exploring and providing opportunities for outreach will create value and worth in a man and the chapter that compliments the musical product.
6. Digging in, to the point of physically visiting chapters and assisting them on their forward journey will provide a link, a definition, and a purpose to our Districts, as it is our Districts who each know better than anyone where help is needed.

Hope for our chapters is placing that one foot ahead of the other thereby ensuring the striving point, a destination for all chapters, each to its own design.

Here are the identified Leadership Development projects:

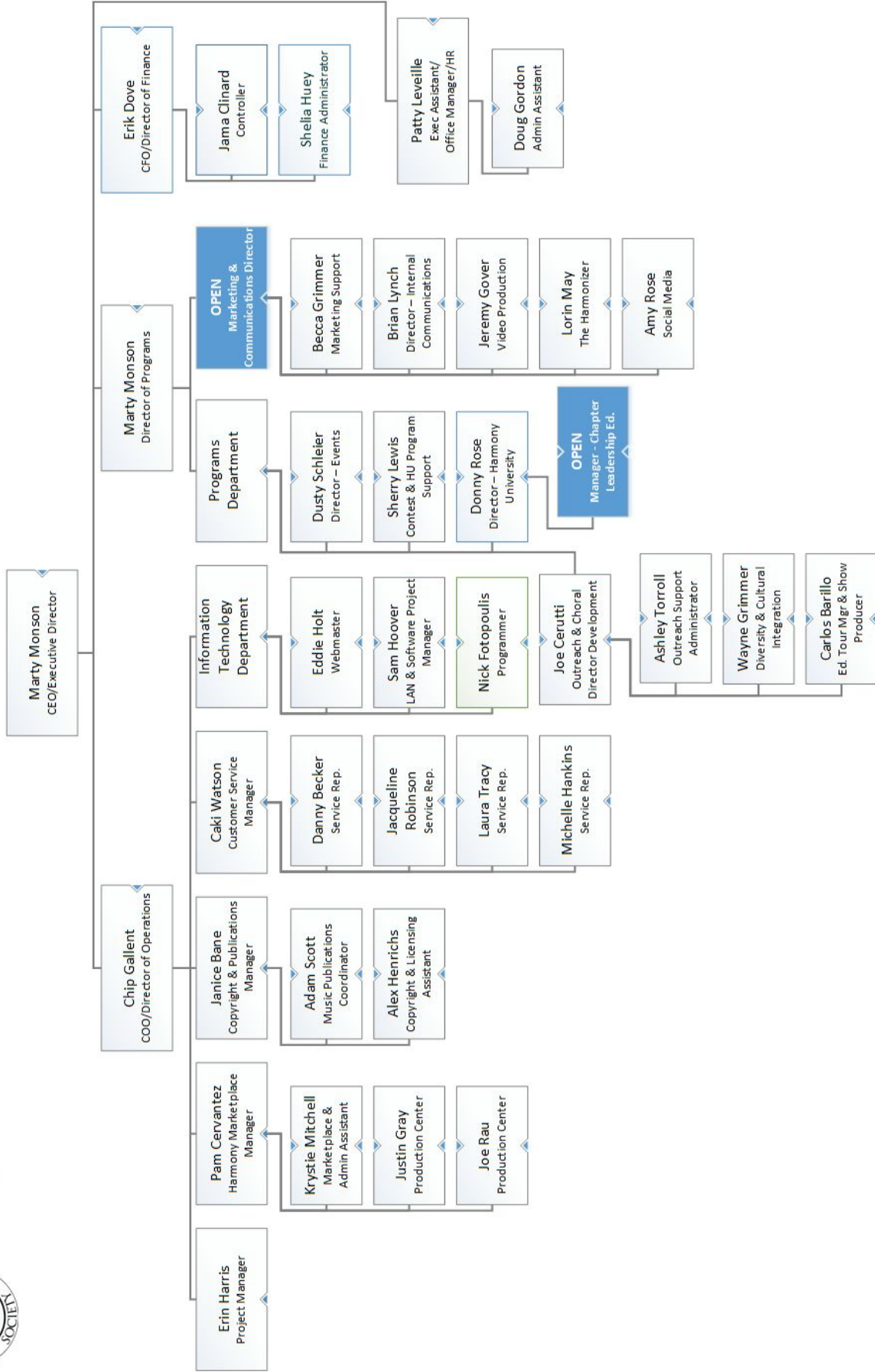
Project Name	Project Description	Start Date	Estimated End of Project
1. Review Current Curriculum	Review the existing online content for traditional leadership positions (President, Secretary, Treasurer,	2015	EOY 2015

	etc.) with a focus on identifying gaps and ease of use. One expected deliverable is the video recording of the Secretary materials.		
2. Expand the Leadership Specialist Team	Broaden the organizational component and impact of the Leadership OPT team (Denino, Reynolds, Wyszomierski) by bringing additional leadership specialists into the team.	2015	Forum 2015 (Nov 13-15)
3. Chapter Leadership Assessment Model	Develop a chapter leadership assessment model that will be used as a systematic method of determining strengths and weaknesses at the chapter level.	2015	Forum 2016 (July 2016)
4. Develop Leadership Curriculum	Establish a comprehensive leadership curriculum that embraces multiple methodologies and solutions under a single, branded BHS/HU umbrella for consistency and clear expected outcomes. This will become a ongoing yearly activity for the Leadership OPT.	2015	Forum 2016
5. Develop Leadership Facilitators (SME)	Identify and train leadership facilitators for the consistent delivery of #4 above. Under consideration is modelling this after the judge certification process where facilitators go through training, become certified, and go through a re-certification process on a regular basis.	2015	Forum 2016
6. Identify Chapters Who Ask for Help	Create a method for responding to chapters who ask for help. This may include assignment of a mentor from the leadership facilitators (#5), use of the assessment model (#3) and appropriate curriculum (#4).	2015	EOY 2015
7. Genesis (2019 - Salt Lake City)	Leave a legacy in convention cities in partnership with existing convention activities to identify leadership opportunities and help establish direction so that the barbershop product resonates in the city long after the convention takes place.	August 2015	July 2019

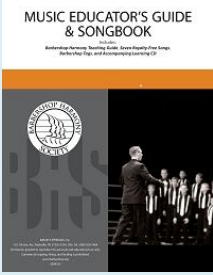


Organization Chart

Current as of 6/19/15



2015 COMPLETED PROJECTS:

Program	Project	Summary/Result
Outreach	ACDA 2015 	<p>Achieved & often exceeded all pre-determined objectives:</p> <ul style="list-style-type: none"> ● Attendance at reading session will be 100 people in room (50 attended in 2013)- ACDA team 230+.....all received packets with BHS-branded music & materials ● Gave 2300+ pieces of music away. ● Generated 100+ music educators leads ● 24 music educators acted on HU 2015 from ACDA; 8 additional inquiries made for 2016 ● Two brand new choruses are slated to enter YCF in Reno, NV ● 350 Music Educator Guides given to music educators ● Hal Leonard partnership secured additional music given away beyond the 2300 pieces given through Reading Session packet (300+ pieces) ● BHS hosted “You Sing” YouTube contest to benefit (2) music programs. 3 winners were announced/notified by May 14 & checks sent to benefit these music programs in CA(2) and UT. ● Captured 8-10 video testimonials and filmed all Crossroads and Fairfield Four sessions and reading sessions (sample - click here)
Outreach	CBQC Video Qualification (updated)	<ul style="list-style-type: none"> ● Quartets now have an alternative means of qualifying for International without the expense of traveling to a District qualifier. Although more enhancements are needed to attract “outsiders” to this opportunity, this project was meant to be a gateway for making an Outreach-related program more accessible and inclusive. ● On April 24, a triple panel of BHS certified judges scored 6 videos that were submitted for the CBQC video qualification. One quartet was invited to Pittsburgh as a wild card. ● The Outreach team will be working to connect this initiative with other externally focused Outreach-related offerings, like YouSing, so that participants who submit videos for such programs can be automatically entered in the video contest.
Marketplace	Stephen Foster Songbook (new)	<p>The Stephen Foster songbook was a unique Marketplace product that also leveraged our Events and Outreach program areas. The 4 songs included the following public domain songs:</p> <ul style="list-style-type: none"> ● Oh! Susanna

		<ul style="list-style-type: none"> ● Camptown Races ● Gentle Annie ● If You've Only Got a Mustache <p>This songbook was used as a community engagement tool with 3 schools in Pittsburgh, all of whom will be participating in the conventio; as a showcase at the Stephen Foster museum to commemorate a local Pittsburgher; as a product to build excitement and drive thematic decisions for the convention. Hal Leonard has already requested 1,000 copies for global distribution.</p> <p>\$10 for members/\$12.50 for nonmembers</p>
Marketplace	Polecat II Songbook (new)	<p>While we won't know the exact amount of copies sold at International, this long-awaited 2nd edition of polecats features the following songs:</p> <ul style="list-style-type: none"> ● After You've Gone ● Bright Was The Night ● Caroline ● (When It's) Darkness On The Delta ● Drivin' Me Crazy ● From The First Hello To The Last Goodbye ● Goodbye, My Coney Island Baby / We All Fall ● Hello Mary Lou (Goodbye Heart) ● I Don't Know Why (I Just Do) ● I've Been Workin' On The Railroad ● Lida Rose /Will I Ever Tell You ● Over The Rainbow <p>We have 1,000 copies at International for sale and expect to sell out. This book does not replace our Polecat I, which is part of a larger “challenge” program but provides additional ways for people to SING and advance their knowledge & skills. Book could also double as a complete show!</p> <p>\$12 for members and \$15 for nonmembers</p>
Marketplace	Top 50 Sheet Music Covers with New Branding (new)	Updated our Top 50 publications with the new BHS-branded cover, which will be displayed at International. This is a 140% increase of publications with the new cover since January 2015.
Membership	Member Systems Overhaul (Phase 1) (new)	Using a more agile methodology of project management (less reporting, more flexibility, more constant iterations with feedback), we've migrated the BHS website platform (Joomla) and eCommerce (Americommerce)platforms to one shared platform using WordPress and CS-Cart. The completion of this Phase 1 project resulted in the following operational upgrades/improvements:

		<ul style="list-style-type: none"> ● Provides digital downloads for U.S. and Canada for many arrangements. ● Does not require adjustments in final price or accounting by customer service. ● Eliminates re-keying orders into another system. ● Provides greater membership value by intentionally and obviously distinguishing between member and non-member pricing - focused on a member discount of 25% versus leading with member pricing. ● Works seamlessly across computers and mobile devices.
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BHS Q3 PRIORITIZED PROJECTS: Many of our Q2 projects will be completed at the start of Q3 (at the end of International), so Q3 is a combination of closing out Q2 projects while continuing momentum on the below projects. The new prioritized projects are below. Because of increased capacity of our staff and time efficiency, we were able to add two projects to Marketplace in 2015 thus far.

2015 Q3 PRIORITIZED PROJECTS & PROCESSES:

Program Area	Q3 Project(s) & Process(es)
MEMBERSHIP	Implementation of Member-At-Large, Membership Systems Overhaul (Phase 2)
OUTREACH	Community Engagement- Pittsburgh, NAFME, BHS Curriculum (subset of Cultural Integration)
HARMONY UNIVERSITY	HU Online (Phase 1) [will be completed in Q3]
MARKETPLACE	Good News Gospel Asset Integration; Inventory Process Improvements
SHARED SERVICES	Media Inventory Project Plan Build Out

2015 SCORECARD RESULTS: (Society wide)

ORGANIZATIONAL INDICATORS		2014	2015	ADDITIONAL COMMENTS
SHOW LICENSING-ASCAP/SOCAN	Number of paid performances YTD?	224	91	District details in EOM report; Executive team looking into additional opportunities to streamline the ACSAP/SOCAN/BMI process for chapters
990/CRA	What % of chapters have filed their 990/CRA?	68%	49%	District details in EOM report; Deadline May 15 (990) & June 30 (CRA) - as of 6/19/15 and 9/2014
State/Province Incorporation Paperwork	What % of chapters have filed their State/Province incorporation paperwork?	60%	56.2%	District details NOT in EOM report, but will be as soon as we fully integrate with Great Plains; No standard deadline for every state. The % identified is a snapshot of current status based upon current reporting - as of 6/19/15 and 9/2014
Financial Review	What % of your chapters completed a financial review?	56%	38.2%	District details NOT in EOM report, but will be as soon as we fully integrate with Great Plains. The % identified is a snapshot of current status based upon current reporting - as of 6/19/15 and 9/2014
Do you prepare budgets?	What % of chapters prepared a budget?	N/A	TBD	Will need District Treasurers to survey chapters to determine compliance with this best practice.
Attendance: Guests & Membership	What % of chapters are reporting the # of guests and members at their meetings, performances, events?	N/A	TBD	Online Google forms (or something similar) will be used to capture this data on a weekly basis. This data may already be captured or integrated by alternative platforms (like Groupanizer) to easily log the # of guests at meetings, performances, and events
Collaboration	What % of chapters have either sung or served with outside organizations? (based on online form)	N/A	TBD	Online Google forms (or something similar) will be used to capture this data on a weekly basis. This data may already be captured or integrated by alternative platforms (like Groupanizer) to easily log the # of guests at meetings, performances, and events
Grant Program Participation	What % of chapters are participating in grants programs?	8.2%	16%	Indicator is based on participation (not # of awards) per award year

2015 DISTRICT Q2 SUMMARY RESULTS- INDICATORS OF SUCCESS

At the 2014 Leadership Forum, Districts determined what the Key Performance Indicators would be for their programs in 2015. Quarter 1 reporting on these indicators was due March 15 and Quarter 2 results were due on June 15. Fourteen of the 17 Districts responded in Q1 and Q2. Below are the primary takeaways aggregated from their program activities from January 2015-June 2015.

- **Leadership Academy (LA) was overall successful for many Districts.** Participation breakdown for Districts include: CAR (63% of chapters), EVG (53 participants), FWD (25 participating directors- with combined LA and Harmony Camps & Workshops), ILL (20% of chapters), LOL (25% of chapters), MAD (40% of chapters), NED (190 participants), NSC (100 participants), and PIO (73 participants). Also, SUN is moving its 2016 Leadership Academy to WebEx.
- **There was increased participation and outreach for targeted youth-related events.** For example, CSD had 120 participants in their Harmony Explosion event (including 20 quartets and 3 non-BHS participants). There were 50 youth at a festival in MAD and ONT had 10% non-barbershoppers/novice quartets at CBQC. NSC supported 3 YIH events, SUN increased quartet participation in CBQC 20% and some participants were new to barbershop. LOL had more educators, youth, and schools represented at its Harmony Explosion this year. MAD had 2 quartets competing internationally at CBQC. ONT had 26 registrants at its Harmony Explosion Camp in May, SWD hosted multiple youth events (e.g.-program in Houston had 100 youth, 3 workshops, and a joint show), and CAR will have a Harmony Explosion Camp (currently 74 registrations) in late July.
- **Districts helped to identify and train multiple new directors.** The districts have hosted 9 Chorus Director Workshop Intensive events with at least 4 future ones planned. SWD provided Paul Ellinger training to 7 chapters in 3 different areas. RMD, JAD, and SUN held Out Standing in Front (OSIF) programs. CAR has certified multiple directors as well.
- **Multiple stories have been submitted through Storytellers** and all but three Districts have a Head Storyteller.
- **Festival format for events and contests is working well for some Districts.** (e.g.- NSC has a fall festival and ILL is planning their 2016 Spring Harmony Jamboree to include chorus rehearsals, Harmony Platoon, and Saturday evening show (ILL))
- **Participation in barbershop education is increasing!** Rocky Mountain Harmony College had 130 attendees, Harmony College NW had 360+ attendees, including 4 choruses and 15 quartets, MAD provided 7 director scholarships to Harmony College East, and 5 directors applied for scholarships at Harmony College; SWD hosted 4 Director's Colleges, 1 Top Gun & 1 mini-Top Gun program
- **Chapter development has been a priority among Districts.** A chapter leader round table of 6 chapters (18 people) was held with Marty Monson. MAD created 15 Chapter Advocates and more than 90% of chapters can provide new member orientation. MAD also recruited 6

new members from their Learn to Sing Program. SWD created 2 new chapters and there are 2 more in progress. NSC is pulling together a cross-generational focus group to provide better local input for chapter development and membership efforts.

BHS ALIGNMENT TO PROGRAM CAPACITY:

2015 PROGRAM PLANNING	OUTCOMES	OBJECTIVES	STRATEGIES	KPIs	BASIC DESCRIPT. OF SERVICE(S)	TARGET MARKET(S)	COMPETITORS	COLLABORATORS	REGULATIONS	POSITIONING STATEMENT	"SALES" PLAN	ADVERTISING/PROMOTIONS PLAN	PR & MEDIA PLAN	PROGRAM EVAL/REVIEW	BUDGET
MEMBERSHIP	X	X	X	X			N/A		Enrich						X
OUTREACH	X	X	X	X			N/A		Dove						X
HU	X	X	X	X											X
MARKETPLACE	X	X	X	X											X
EVENTS & CONVENTIONS	X	X	X	X			N/A								X

The Program Managers continue to understand their program areas' needs, capacity to take on new projects, and overall purpose. In Q1, we strategically chose to build a solid base of outcomes, objectives, strategies, and KPIs of each program area before trying to build out the operational components of each. While this work is ongoing, we have made significant progress in building this foundation.

Objectives and KPIs for each Program Area can be found [here](#). In addition, we have done some significant pre-work to understand and build out the strategies and outcomes of each Program Area. We conducted a "Current State Retreat" with Rob Macdonald where he walked a subset of BHS employees through a program of nine modules: current results, business environment, current strategy, core process, structure, systems, culture, opportunities and plans. We also hired Kevin Lynch to provide consulting services on the outcomes of our programs that translated to the outside world- philanthropic rearchitecture. Finally, we developed some components of each Program Area's strategy that can be found in the [Outreach](#), [Marketplace](#), and [Membership](#) Program Plans. We will focus on continuing to build those strategies out during Q3 and Q4, focusing especially on [Harmony University](#) and [Events](#).

Programs

MEMBERSHIP

Membership Purpose Statement - To attract and retain an engaged and diverse intergenerational membership impassioned to educate and enrich lives through the medium of barbershop harmony. To sing and to serve.

Chapters YTD - 2015

- Current: 754 + 17 Frank Thorne
- New: 3
 - o Hershey, PA
 - o Southwest Texas Alamo Regional
 - o Caldwell, NJ
- License Kit Inquiries: 4
- Licensed: 3
 - o Greater Oklahoma City, OK
 - o Marquette County, MI
 - o Northumberland Hills, ON
- Dissolved: 6

Current Membership Breakdown & Trends

BHS Current State - June 1, 2015									
Member Class	Code	Members				Non-Members			
		New Last 12 Months	Renewed Last 12 mos	Total		Unrenewed	Cancelled	Deceased	Lapsed
Deceased	DC			-				8,350	
Senior Life 50-Year Member	L5		64	64					1
Life Member	LF		130	130		6			24
Senior Life Member	LS		36	36			1		4
Regular 50-Year	R5		28	28					1
Regular Member	RG	1,542	13,113	14,655		1,125	1,691		69,473
Senior 50-Year Member	S5		1,159	1159		19	18		118
Senior Legacy	SL		4,138	4138		237	361		2,239
Senior Member	SN	1	3,028	3029		153	262		16,639
Youth	Y2	546	1271	1817		289	112		2,125
System Totals		2,089	22,967	25,056		1,829	2,445	8,350	90,624
EOM Report Totals				21,574					

Referral Type	Q1	Q2	Total	% of Total
BHS Website	12	2	14	10%
Chorus Performance	5	6	11	8%
Member Referral	45	43	88	62%
Other	9	8	17	12%
Outreach Event	3	2	5	3.5%
Quartet Performance	1	0	1	less than 1%
Social Media	3	2	5	3.5%
Singing Valentine	1	0	1	less than 1%

	Membership Trends				
	Current	Last Yr	Δ	New Last 12 Mos	Unrenewed/ Lapsed Last 12 Mos
1/1/2015	21,960	22,559	-2.66%	2,277	5,013
2/1/2015	21,468	22,350	-3.95%	2,151	4,139
3/1/2015	21,481	22,420	-4.19%	2,065	6,661
4/1/2015	21,588	22,443	-3.81%	1,989	4,640
5/1/2015	21,565	22,171	-2.73%	2,120	6,215
6/1/2015	21,574	22,194	-2.79%	2,080	5,625

Customer Service

Helpscout Stats:

	Total Email Conversations	Total Customers Helped	Conversations Per Day	Happiness Score
15-May	1154	819	37	94
15-Apr	1433	939	47	95
15-Mar	1778	1165	57	88
15-Feb	1600	1089	57	84
15-Jan	1824	1188	58	86

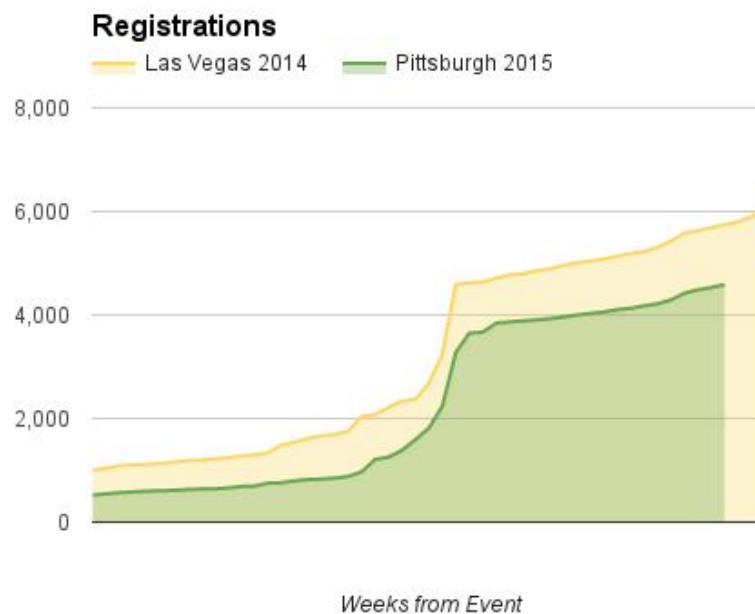
Phone Stats:

	Total Phone Calls	Total Talking Duration	Average Talking Duration Per Call
May-15	2972	58 h 11 m	2 m 38 s
Apr-15	3615	72 h 50 m	2 m 34 s
Mar-15	4566	87 h 46 m	2 m 37 s
Feb-15	3605	69 h 51 m	2 m 42 s
Jan-15	4231	81 h 34 m	2 m 48 s
Dec-14	3274	47 h 35 m	2 m 11 s
Nov-14	3080	62 h 34 m	2 m 49 s
Oct-14	4191	81 h 9 m	2 m 43 s
Sep-14	4518	86 h 6 m	2 m 47 s
Aug-14	4061	77 h 23 m	2 m 57 s
Jul-14	2925	53 h 26 m	2 m 50 s
Jun-14	3680	60 h 46 m	2 m 32 s

EVENTS/CONVENTIONS

Events/Conventions Purpose Statement - To provide highly visible, annual conventions and ad hoc events that will deliver enjoyment to close harmony enthusiasts, contribute to local communities, and create memorable experiences for all attendees.

International Convention: Pittsburgh 2015



- 4,687 Pittsburgh attendees as of 6/8/15. Even though the graph suggests we are down 20.17% vs same week for 2014 Las Vegas, our budget planned for 1300 less registrations. (6500 in Las Vegas, 5200 in Pittsburgh) Once that is taken into consideration, we are exactly where we were last year, 89% of registrations goal/budget two weeks out.
 - Final total for weekend passes was 203 (\$26,402 revenue) vs. 213 sold in 2014 (\$21,406 revenue)
 - We are pacing ahead of Las Vegas for Day Pass sales. So far 355 Day Passes sold (\$16,960 revenue) vs. 225 at this point in 2014 (\$14,625 revenue). We are having a good amount of local \$25 passes sold, (local Pittsburgh zip codes) which is why the revenue isn't significantly higher than Vegas. We believe this increase of local participation is a direct result of our increased outreach community engagement efforts.

Midwinter Convention: *New Orleans*

- 1,701 Total Attendees (down 4.44% vs 2014 Long Beach)
- SURVEY FEEDBACK - major takeaways
- Pros:
- Friday & Saturday evening shows were a hit, our attendees loved the variety
 - Location: Our attendees liked the city of New Orleans as a destination
- Cons:
- Weather (too cold!)
 - Distance (too long of a walk from HQ hotel to/from venue)

Convention Selection Process Update

2020 International Convention awarded to: LOS ANGELES

Competition Venue: Microsoft Theater (formerly Nokia): 6,700 seat - state-of-the-art theater

HQ Hotel: JW Marriott, Los Angeles (adjacent to the Microsoft Theater)

2017 Midwinter Convention awarded to: SAN ANTONIO

Competition/Show Venue: Lila Cockrell Theatre (2,100 seat theater in the heart of downtown San Antonio - tourist region)

HQ Hotel: Hilton Palacio Del Rio (2 blocks from the Lila Cockrell Theatre)

HARMONY UNIVERSITY

Harmony University Purpose Statement - To educate and inspire lifelong learning about leadership, administrative excellence, and music in the barbershop style through ongoing workshops, online training, and a yearly week-long immersion camp.

Harmony University, Pittsburgh

HU Pittsburgh has moved towards a convention model of multiple class offerings over many days. HU has historically offered a dozen or less classes at international, typically on Saturday. This year we offer over 100 classes starting on Tuesday. We also listened to our members who wanted education in chapter development, directing, general sessions, music history, music theory, performance training, and vocal training. Students can go online to <https://2015pittsburghconvention.sched.org/> with smart phones to find classes, as well as increased signage at both the contest, headquarters, and in front of rooms, helping our members find these classes. We have placed a much greater emphasis on having active participation classes where students can SING, rather than sit and listen. We are using technology to record 2 classes every hour (from 3 different camera angles). After Pittsburgh, we will mix the camera shots together to give it a more professional look, edit out some of the class, and post to HU Online for the world to find.

Magnificent 7

We are reaching out to seven of our top chapters in BHS, based on operating budgets over \$150,000 and musical excellence. Using several other choral arts consortiums as our model, we are bringing together leadership from each chapter for a weekend retreat to share best practices. They will meet the weekend before HU Belmont, giving us access to some facilitators who could arrive a little early to Belmont. Our hope is to grow these leaders to then mentor other chapters.

Harmony University, Belmont

With our theme of “Music Around the World” HU 2015 has the largest enrollment in the history of Harmony University or Harmony College- over 720 people attending Belmont University in late July.

What’s new?

- We have about 100 music teachers attending as students this year, including 3 first time students with a Doctorate in Music.
- We have granted over 120 scholarships to music educators and directors. Last year we granted about 75.
- We have used HFI funds to subsidize our Next Generation and Young Women In Harmony chorus, making the week wildly affordable.

- We have offered over 200 private lessons in voice, conducting, and arranging.
- We have instituted office hours for faculty. Students now have a way to find faculty for one on one extra help.
- We have students coming from all over world representing Australia, Brazil, Canada, France, Germany, Italy, The Netherlands, New Zealand, Poland, Spain, Sri Lanka, Sweden, United Kingdom, and the United States.
- We are now offering 10 lunch time and 15 dinner time electives, every day.
- We are getting out into our community.
 - On the final day of HU, we will bus our entire student and faculty population to sing and serve all over Nashville in public spaces, hospitals, tourist locations, homeless shelters, cafés, and outdoor amphitheaters. We will be joined by local choirs from BHS, SA, and outside choral groups that want in on the fun. Our students will be shadowed by coaches to get feedback on these performances in over a dozen locations.
- We will video capture many classes for HU online, but the primary goal is to capture David Wright's History of Barbershop 1 and 2, as well as our popular warm up's from the general session. We can then edit these for our members to share electronically via HU Online, as well as educate the world about our history.
- We will provide continuing education credits for teachers.
- Yes, we kept the ice cream.

Chapter Development Position

After working with districts and chapters on our leadership initiatives, we quickly saw the need for a person to be the point of contact for chapter help and education. This person will work with the Dean of HU. The job is to oversee all leadership initiatives, to be a direct line of communication to our chapters, to assist districts with programs and content to help our various chapter models and reflect best practices. The position will close by the end of Pittsburgh, and interviews will begin in August. We have been thrilled by the quality and number of applicants we have received already.

HU Online, Phase 1

HU online phase 1 is gathering pre-existing video, audio, and document content and put it in one easy to navigate place. We have a wealth of YouTube videos and tutorials in the world, but they are not linked together and are difficult to find. We are currently pulling together our "flagship" video content and loading the HU site with:

- 19 Larry Dodge director tutorials
- Jim Henry "Gold Medal Moments" keynote
- Dave Steven "What we are trying to preserve" keynote
- 15 HU Warm ups (2013-2015)

- David Wright midwinter barbershop roots presentation
- David Wright History of Barbershop 1 and 2 (Belmont 2015)

Over the next quarter, we will continue to upload chapter training, chapter documents, judging materials, previous HU syllabus content, and other “cut and paste” materials that our members and chapter can use, right now. The hope is this will also be used by the barbershop curious, and will link them to more materials, and hopefully investigate BHS. Our goal is 80 hours of new video content.

Leadership Forum

We are planning now, and we will present this year’s Forum on November 13-15 in Nashville. We have reviewed all our surveys from 2011 to 2014 and have adjusted content to meet the needs of our attendees. The response to our Sing & Serve activity was overwhelmingly positive as was the use of music parables (singing in a choir) to leadership. Using tools like a scorecard and Basecamp to help with project management has been adopted by most of our districts, and we will follow up on these practices in November.

OUTREACH

Outreach Purpose Statement - To build an awareness of the intrinsic value of singing driven by barbershop advocates providing inclusive opportunities to participate in the joy of harmony.

Advocacy & Partnerships: ACDA 2015/2016, NafME 2015, and general updates

ACDA 2015 achieved its pre-determined objectives (see above), and since the event, we have seen some residual benefits beyond what we anticipated (see below). Our relationships with ACDA staff have strengthened. We are now preparing for enhanced presence at 6 ACDA Division and more state level events. Strategically, we are gathering data for better positioning with the ACDA decision-makers and event planners.

Also, BHS reached out to over 700 Music Educators during Teacher’s Appreciation Week in May thanking them for their dedication to education & letting them know that the Society is willing to help.....with no strings attached!

The cultural heritage of barbershop and the “Step Harmony” packet (see below: direct curriculum effort of Outreach’s Inclusion & Integration Project) are being constructed in anticipation of presentation at the NafME’s Nat’l Conference event scheduled in October 2015; all plans are projecting a larger BHS presence (with larger exhibit space & 2 presentations); indications for building a stronger relationship with the NafME National Staff are on track.

More people are requesting BHS’ help with providing barbershop exposure at their conferences and exhibitions events. Educators from all over the world have attended these events and, as a result,

have begun to inquire about our available events/materials and are discovering how our programs can help their local efforts. We have been able to collect data for many new ME contacts.

The YouSing.com Contest for high school students was a relatively small project with 24 school entries, but it is now poised for a much greater impact for the later half of 2015. We've learned that this program will need to begin earlier in the year in order for teachers to incorporate it into their classroom activities and prospective budgets. The Music Educators explained that they wanted more men in their programs, more music that the students love to sing, and money for dwindling music program budgets. This YouSing project answers all three of these requests, so it is an excellent method of introduction of barbershop to an Educator's music program.

Organizations such as Littlestone Group are beginning to knock on our door, and others such as TMEA state convention organizers and Metro Nashville Arts Commission are willingly entering discussions/collaboration for cooperative opportunities, as a direct or indirect result of our alignment with the professional organizations of ACDA and NAFME. Our association with them provides a high degree of legitimacy to what BHS offers to the choral world.

Barbershoppers who are either music educators, or simply interested individuals, have recognized the direction taken by BHS and have begun to ask for help in their own areas with local educators and their music programs or for materials to display at local or professional events. This growing, unplanned grassroots movement is demanding more of HQ's involvement. These interactions require a special skill set and knowledge to ensure our efforts are serving the music educator that over time will provide a return to the local barbershop community.

Lifelong Singing Development

- CBQC - The redefined scope of this event is to create barbershop quartet festivals and competitions where young students (ages 25 and under) participate in memorable barbershop experiences that encourage more young people to sing. There is an effort to potentially expand this program ten fold by 2017.
 - 55 quartets participated in total leading up to Pittsburgh
 - 6 quartets participated in the video qualifications (one qualified as wild card)
 - \$37,465 in scholarship funds awarded to the 24 CBQC quartets invited to compete in Pittsburgh
 - The guest presenter for the college contest in Pittsburgh will be the National President-Elect for the American Choral Directors Association, Tom Shelton
 - 2016 CBQC deadline is last prelims (traditionally first Saturday in May) and double panel required; those unable to do live events can do video qualification
- YCF - The redefined scope of this event is to create a choral festival that develops barbershop-related skills in music educators and delivers memorable barbershop experiences to young singers (ages 25 and under).

- We already have 11 choruses registered totaling an estimated 415 singers
(* = new to YCF)
 - 52Eighty, representing the Denver Mile-High Chapter and RMD, directed by Travis Tabares
 - East Coast Sound, representing the Montclair, NJ Chapter, directed by David Ammirata
 - Harmony 2 Go, representing Canadian High Schools, Universities and LOL, directed by Kathy Stokes
 - Melodic Morristown Men, representing Hamblen County Morristown West High School, directed by Kathy Bowen
 - Pacific Suns, representing the La Jolla and San Diego Chapters, directed by Kathleen Hansen
 - The Recruits, representing the St. Charles, MO Chapter and CSD, directed by Jonny Moroni
 - *Reno Youth Chorus, representing Reno High School and the Silver Dollar Chorus, directed by Dave Gaunt
 - *The Sacramento Sound, representing the California Delta Chapter, directed by Ron Black and Gabe Caretto
 - *Santa Maria Youth Chorus, representing Orcutt Academy, Pioneer Valley, Ernest Righetti and Santa Maria High Schools, directed by Matt Ringer
 - *SWD Youth Chorus, representing Middle and High Schools in Central Texas and SWD, directed by Bryan Pulver
 - The Voice, representing PIO, directed by Aaron Pollard
- 7 additional youth choruses have expressed an interest but have not submitted their registration fee. They estimate a total of 193 singers.
- The guest presenter for the festival will be the godfather of contemporary a cappella, Deke Sharon!

Community Engagement

● Educational Tours:

- Program is well received by teachers, students and administrators.
- Needs ADVANCE notice to concur with school calendar and quartets availability
- A comprehensive “lesson plan” (strategy) is needed for each school.. Ideally we have three types of sessions 1) short- 45 minute version, 2) long- 90 minute version, 3) with concert version. These three types of lesson plans will minimize impromptu and focus on BHS educational goals.
- Must have quartets who: 1) are available with advance notice, 2) a quartet who excels in extemporaneous speaking, 3) understands classroom etiquette and 4) are relevant to classroom students. This will require education, training, and eventually a

certification program to ensure we have consistency in our message and outcomes.

- Outcomes of the engagement will be to create a partnership with a local chapter(s) to preserve legacy and local community prosperity (collaboration with Leadership OPT- see above).
- Community Engagement Local Outreach - Findings/Discovery engaging Convention Cities
 - Must acclimate before programs are established
 - Build local trust for congruence
 - Leverage locals for key organizations and leaders in the area. “It’s who you know.”
Findings to date reflect very little community engagement by our chapters.
 - Local chapters need assistance with local identity
 - Local chapters lack the understanding of BHS brand and identity
 - Need assistance finding organizations who have our same aspirations to build alliance.
 - Need assistance incorporating sustainable collaboration with local chapter(s) and new partnerships after we leave to preserve legacy.

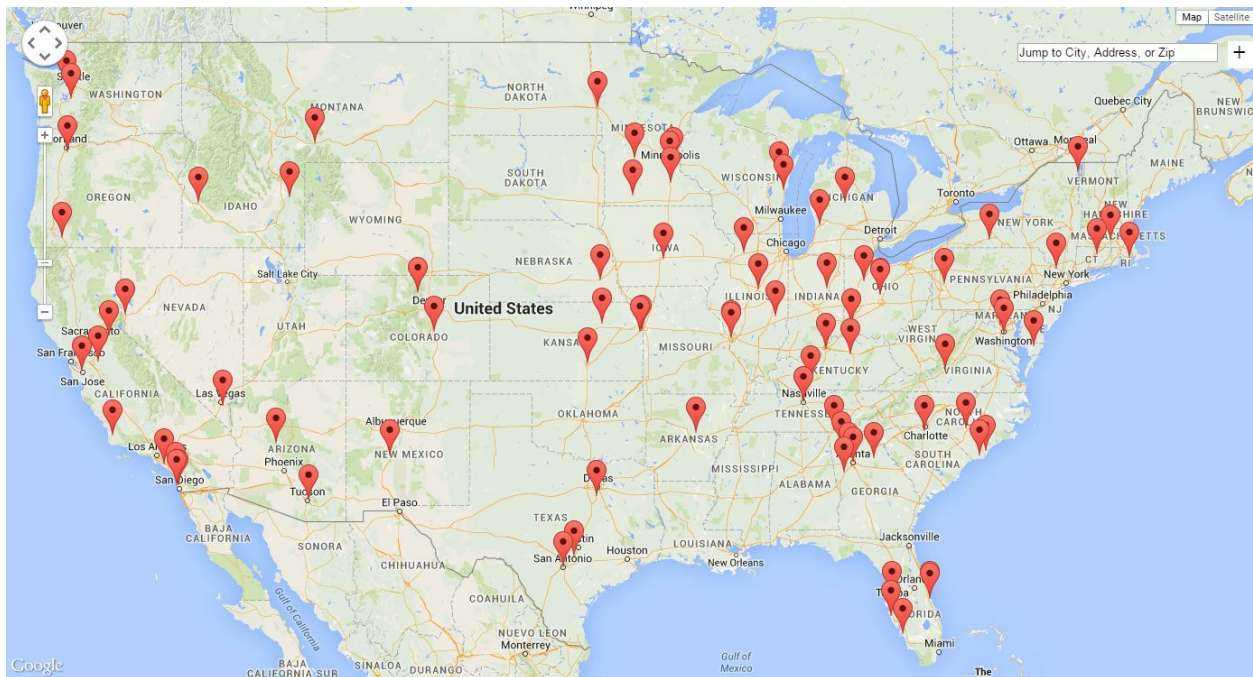
Inclusion

- We have continued our relationship with Choral Arts Link to help solidify a partnership between BHS and CAL.
- We have worked with CAL on their annual choral camp to infuse new Barbershop curriculum this year and to change the date of their camp next year to run alongside the Nashville Convention.
- Continued work on a Barbershop and A Cappella curriculum book that will be tested through various HU and NAFME-related events.
- This project has the following objectives and the Q3 CEO Report will include a progress report on which objectives have been achieved to date:
 - Develop a strong relationship between Choral Arts Link and Barbershop Harmony Society.
 - “Bridge the Gap” between Elementary and High School Choral Education by developing a Middle School Choral Curriculum to underserved children.
 - Partnership focused on choral development and the joy of (quality) singing through the performance of a cappella music.
 - BHS will provide 25 hours per week to focus on three CAL programs: 1) Met Singers (10 hours)- provide creative, artistic, and administrative support as needed; 2) West End, IT Cresswell, Lillard and other middle schools with existing programs (10 hours)- increase capacity through teaching at various choirs; 3) Met Harmony (working name) (5 hours)- workshops and curriculum development geared toward schools with no existing music programs

Grants

The second grant window for the 2015 Outreach Grants concluded on April 30th. Notifications have begun to be sent out as of June 15th.

- 34 Applications
 - 23 Direct Grants
 - 4 Vision Grants
 - 7 Innovation Grants
- Total requested amount of funding: \$98,604.00
- Amount of available funds: \$81,834.00
- 24 applications awarded totaling \$65,775
- 8 Applications declined
- 2 Applications pending additional information



Click on map above to access interactive map:

<http://www.barbershop.org/resources/membership-resources/grants/2015-grants/>

*Plot map has 84 locations noted. 4 projects in the 1st round were cancelled. Fifteen of the awarded applications in the 2nd round have not completed their Grant Acceptance Form which asks them to list the location of their project. To get a scope of the number of projects existing, chapter cities were added for the second round applicants (not districts).

HARMONY MARKETPLACE

Marketplace Purpose Statement: To support the preservation, acceptance, and expansion of barbershop singing through the world through music, merchandise, and media.

Music Publications

Internal

Since January 2015, we have launched 22 publications for sale through Harmony Marketplace. During the 2015 International Convention in Pittsburgh we will launch an additional five publications as daily on-stage promotions as well as the new *Stephen Foster Songbook* (209804/209804) and the *Barberpole Cat Songbook Volume II* (209322/209329). These products are available for sale during the international convention.

	Q1 2014	Q1 2015	% Change
Sheet Music & Learning Tracks	\$82,912.82	\$90,013.11	+8.56%

Distribution (Hal Leonard Corporation Partnership)

Our global distribution partnership with Hal Leonard Corporation (HL) continues to flourish. As of 5/31/15, we have delivered over 30,000 units to HL which represents over 81 product items offered through the partnership. Also as of 5/31, we had a 55% increase in sales and a 59% increase in units sold over the same time period last year. Our fourth shipment of publications (8,000 units) are currently in production with a mid-July delivery date. HL expressed a keen interest in our new *Stephen Foster Songbook* (#209804) as well as our original *Barberpole Cat Program & Songbook* (#209064), which now enjoys a new cover (to be consistent with our other new publications). These songbook products have been added to the fourth shipment to HL.

Music Clearance Services

As of 5/31/15, we have processed 280 clearances for our members, associates, and for Harmony Marketplace, representing 360 songs. Over \$20K has been received in music clearance service revenue as of 5/31, which is a 9 percent increase over the same period last year. As of 5/31 we have 6,648 arrangements in our catalog database, 847 which are published.

Merchandise

Marketplace merchandise is continuing to undergo a transformation. In Pittsburgh we are unveiling a new strategy with our merchandise. You will see a new product line around our classic, most beloved Quartets - something the Society has never done before. We are making limited edition t-shirts available for *The Bartlesville Barflies*, *Buffalo Bills*, *Suntones*, *Bluegrass Student Union*, *Boston Common*

and *The Gas House Gang*. Depending on the success of this project we will unveil new rounds of merchandise with each new convention in the future. In addition, we have begun discussions with our top choruses to do the same in Nashville.

We are releasing new logo merchandise in continuation of upgrading our product offerings for the Society. Our new approach is centered more around *quality* merchandise rather than mass quantities at cheap prices. We are using the faces only logo, called the Emblem, for the first time on a polo shirt.

Another new venture we will be working toward in the last half of the year is providing outsourcing services to our Groups, Chapters and Districts. We have the capacity in our warehouse operations to stock and fulfill product orders for a fee to these groups. We are already in discussions with a few Quartets about this program; this approach will provide new income streams to the Marketplace program.



Product Development

We have thinned our inventory and started to bring in more BHS brand merchandise as well as higher quality/special order items. The goal is to have a cohesive product that matches the barbershop brand of the Barbershop Harmony Society. Newly added items include: Barberpole Cat II Songbook, Stephen Foster Songbook, digital music and learning track downloads, vintage quartet tees, part-specific mustache mugs, 3 sleek new men's polos, 2 new women's polos, Pittsburgh merchandise - attire, mugs, etc., SPEBSQSA neon bar sign (pre-order), Convention recordings (pre-order), barbershop-themed car accessories. There have also been discussions of adding a digital video download of the CBQC contest after international to see if there is any interest. Sheet music continues to be our popular seller. New sheet music is featured on a biweekly basis through the Harmony Marketplace email as well as the LiveWire email. The click-rate on the featured music of the week normally far exceeds other newsworthy items featured...as it should.

Digital Media

BHS began releasing audio content to online stores in January 2015. Offering music online allows the Society to become more in line with music distribution in today's music consumption industry, as well as expanding the reach of barbershop to listeners outside of the organization. This method of distribution also allows for current barbershop consumers to have an additional option on how they wish to receive audio files and learning tracks. We currently have a total of 35 releases across

various online platforms. Over 350 copyrights have been secured representing a total of 208 total tracks available for download. Below is an outline of the music we currently offer.

- **22 Learning Tracks** – iTunes, Amazon Digital, Google Music (Download Only)
- **12 Convention CD's** – iTunes, Amazon Digital, Google Music, Spotify, MediaNet, Rhapsody, eMusic, 24/7, 7 Digital, MixRadio, Mix&Burn, Touchtunes, Xbox Music, Gracenote, Shazam, Aspiro, Vervelife, Omnifone, rDio, Audible Magic, Boinc, JB Hi-Fi, Library Ideas, Freegal, Neurotic Media, PCM Technologies, YouTube Subscription, Facebook, BuzzAngle
- **One 75th Anniversary album (75 songs)** – Spotify (Streaming only due to licensing)

Available in the following territories: USA, Canada, Australia, New Zealand, Denmark, Estonia, Finland, Iceland, Latvia, Lithuania, Norway, Sweden, Anguilla, Antigua & Barbuda, Ascension Island, Bahamas, Bangladesh, Belize, Bermuda, British Antarctic Territory, British Indian Ocean Territory, British Virgin Islands, Brunei, Cayman Island, Channel Islands, Cyprus, Dominica, Falkland Islands, Ghana, Gibraltar, Grenada, Guyana, India, Isle Of Man, Malaysia, Malta, Montserrat, Netherlands, Pakistan, Pitcairn Island, Saint Helena, Saint Kitts & Nevis, Saint Vincent & The Grenadines, Seychelles, Sierra Leone, South Georgia, South Sandwich Islands, Sri Lanka, Tanzania, Tonga, Tristan Da Cunha, Turks And Caicos Islands, Uganda, United Kingdom, Zambia, Zimbabwe

	Q1 Revenue	Q1 Licensing Cost	Q1 Net Profit
Online Music Sales	\$262.89	\$73.13	\$189.76

Note: Q1 only includes 2014 Chorus and 2014 Quartet CD sales

Spotify Approved Account: <https://open.spotify.com/user/spebsqsainc>

SHARED SERVICES

Marketing/PR and Communications

Social Media:

Social Media activity has branched out this quarter to include some new ways to connect with members. In addition to sharing the Pittsburgh quartet draw via Twitter in real time, a video of the draw was created and released. For the CBQC quartet draw, we utilized a new app called Periscope that allowed us to stream live over the internet and share the process with anyone who wanted to follow along. We had 77 users join us and a lively comment stream during the event. Further experimentation with Twitter and Periscope will occur during the convention, allowing a fun

behind-the-scenes option for members. Increased use of video sharing over the past 2 quarters has been successful, generating more sharing activity than nearly all other posts.

Facebook -

We currently have 16,699 Likes (people following our page), which has increased by 554 (3%) since April 9, 2015. Most popular posts this quarter vary in subject matter and content. Among them are: Boston Common at the AIC reception (Video); Music theory dominoes (Link); Marriage proposal via BABS quartet (Video); Multiple articles on the topic of music in schools (Links); and, the big winner, a “May the Fourth be with You” meme (Photo). General activity saw an increase in June, perhaps due to the proximity of International and the recent focus on main areas of interest: performances, youth activities, music education articles, and music memes.

Total Likes (04/09/15 - 06/16/15)



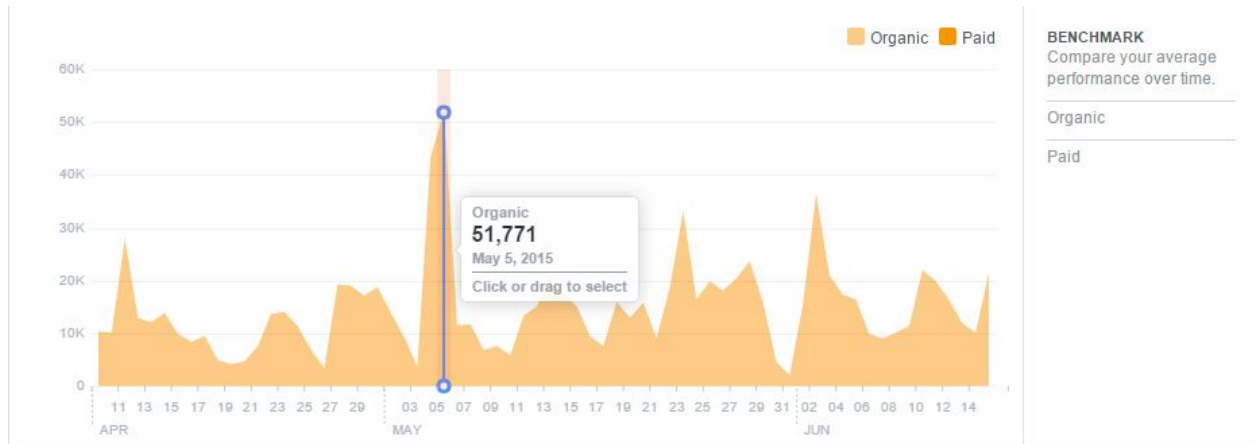
* 3% increase over last quarter

International Reach - Top Ten countries represented in follower count

US: 13,058
Canada: 812
United Kingdom: 638
Australia: 263
New Zealand: 262
Sweden: 238
Germany: 117
Japan: 105
Philippines: 95
Netherlands: 92

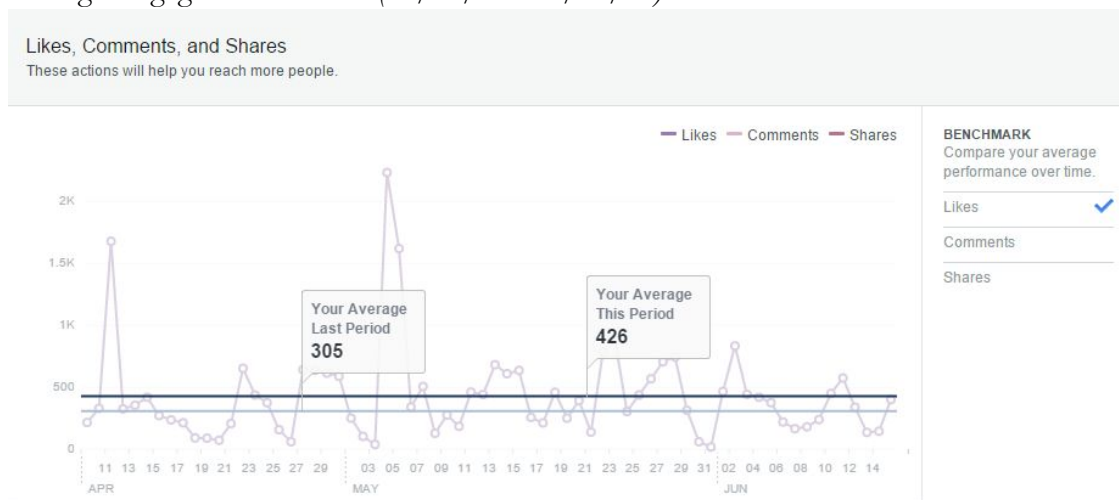
Our post types have different successes based on Average Reach (AR) which tracks views and Average Engagement (AE) which tracks actions in the form of Clicks, Likes, Comments, and Shares.

Average Reach (04/09/15 - 06/16/15)



* Biggest day 56% increase over last quarter

Average Engagement - Likes (04/09/15 - 06/16/15)



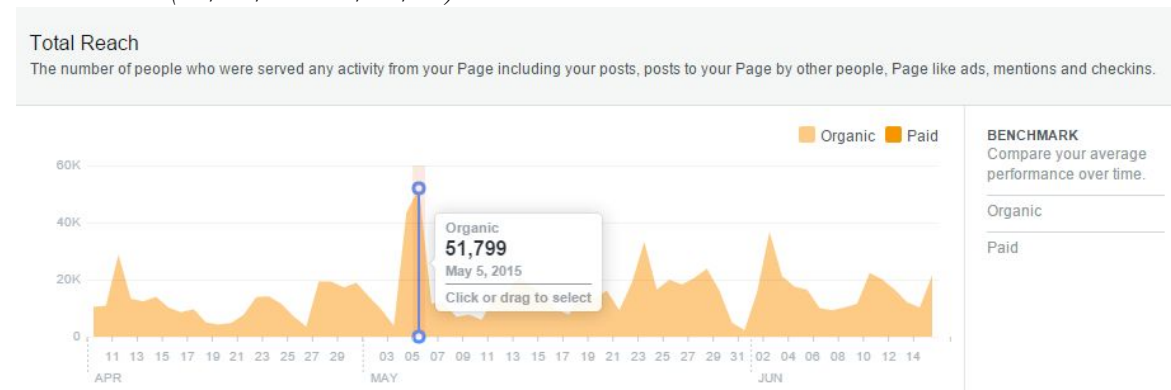
* 40% increase in average number of likes

Average Engagement - Shares (04/09/15 - 06/16/15)



* 63% increase in average number of shares

Total Reach (04/09/15 - 06/16/15)



* Biggest day 54% increase over last quarter

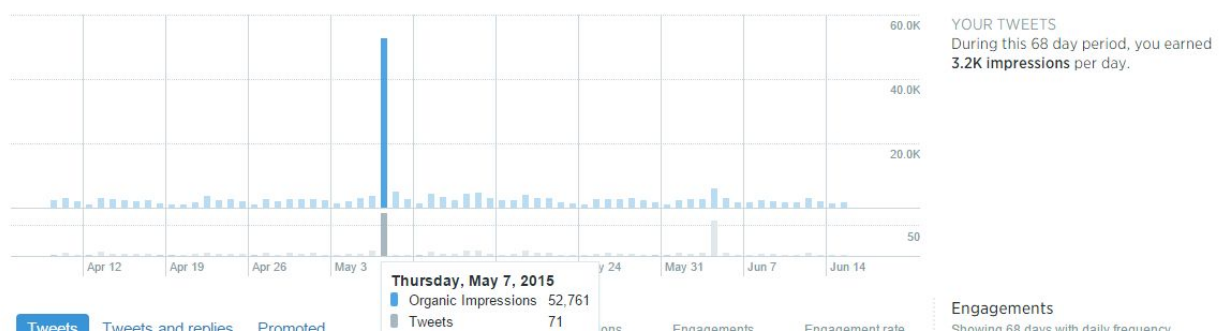
**Reach: The number of unique people who saw our posts. The post counts as reaching someone when it shows up in their news feed.*

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

Twitter - We have 5,638 twitter followers, increasing by 184 followers since April 9, 2015. We have utilized Twitter in some new ways and plan to incorporate more live event sharing using this platform. Direct messages and replies have increased, much to the surprise of some recipients... it's been fun to retweet students and schools that publicize their own barbershop activities with some kudos from BHS and often links to more resources. Definite outreach possibilities here that could be used for event and registration pushes, the CBQC in particular comes to mind.

Engagement Rate (04/09/15 - 06/16/15)

Your Tweets earned **217.0K impressions** over this **68 day** period



Engagement rate: 2.3% (+ >1%)

Link Clicks: 1,300 (+ 38%)

Retweets (followers reposting our tweets): 251 (+ 21%)

Favorites: 400 (+ 23%)

Replies: 51 (+ 4%)

YouTube – Our most viewed videos continue to be of our International competitors: Ambassadors of Harmony 2009 “76 Trombones” set, Old School’s 2011 finals set, and Lunch Break’s “Deformed Farm” from 2012. Regular posting of video content has continued, posting from our own channel and sharing the videos of others. The release of the Fantasy Quartet videos has been successful, creating conversation and activity on Facebook as well as YouTube. This accounts for the increase in shares during a quarter that saw decreased YouTube activity. It should also be noted that video content shared from outside sources does not contribute to the YouTube statistics, but can be seen in the Facebook numbers.

TOTAL YouTube Stats *(Through 06/16/15)*¹

Views: 9,274,381 (+ 7%)

Minutes Watched: 1,510,981 (+ 11%)

Likes: 37,636 (+ 7%)

Dislikes: 1,002 (+ >1%)

Comments: 8,742 (+ 4%)

Shares: 12,160 (+ 15%)

Subscribers: 15,270 (+ 8%)

Published Videos: 469

Instagram - Not as big a player this quarter with most content coming directly through Facebook. Suited to sharing photos on the fly, Instagram activity increases dramatically around events and will be used much more heavily during the Convention and Harmony University. We currently have 781 followers (+52%) and a total of 205 posts.

LiveWire

Continued success, with open rates holding steady across Q2. Click rate running average has been steadily climbing, thanks largely to increased video content in each issue. The team believes that “must-see” content such as the Fantasy Quartet unveiling each week drives readers through the entire piece, increasing their exposure to more mundane topics additionally. Props to AV manager Jeremy Gover for quality material in increasing quantity week to week. Amy Rose has increased integration of LiveWire content into social media presence, further enhancing its value. In June, Amy assumed responsibility for LiveWire, in a seamless handoff that demonstrates the stability of the platform and approach.

Date	Delivered	Opens	Open rate	running 12-week avg opens	Clicks	Click rate	running 12-week avg clicks
2015-06-04	26,309	8,323	31.64%	32.05%	2,666	32.03%	26.78%
2015-05-28	26,282	8,440	32.11%	32.15%	3,035	35.96%	25.95%

¹ (Parenthetical) indicates increase since 4/9/2015

2015-05-21	26,385	8,275	31.36%	32.31%	2,250	27.19%	24.95%
2015-05-14	26,379	8,647	32.78%	32.31%	2,363	27.33%	23.79%
2015-05-07	26,364	8,746	33.17%	32.32%	2,811	32.14%	23.40%
2015-04-30	26,397	8,491	32.17%	32.38%	1,710	20.14%	24.00%
2015-04-23	26,468	7,864	29.71%	32.64%	2,173	27.63%	24.25%
2015-04-16	25,850	8,234	31.85%	32.72%	2,567	31.18%	23.82%
2015-04-09	25,840	8,371	32.40%	32.71%	2,419	28.90%	23.77%
2015-04-02	25,824	8,420	32.61%	32.69%	1,896	22.52%	22.54%

Branding

We have been working with our brand marketing consultants (Tattoo) on successive stages of education about our brand values through a **Programmed Learning initiative** that will launch in the next month. The aim is to impress into our daily conversations and thinking the core ideas that we are making a difference in the lives of people. A succeeding Living the Brand effort will highlight the ways that specific Barbershoppers, district, Chapter and quartets express those values through their actions.

Public Relations and External Awareness

High-visibility appearances of the ever-resourceful **Ragtime Gals** on *The Tonight Show Starring Jimmy Fallon* and **Crossroads** on *Fox & Friends*. Our current champs **Musical Island Boys** are scheduled to appear on NBC's *Today Show* on Saturday, June 27, preceding our international convention.

Harmonizer

Current magazine issues

The March/April issue of *The Harmonizer* featured the Musical Island Boys as exemplars of the all-important "Singing changes lives" message, as well as David Wright's Midwinter Keynote, a Midwinter recap, a piece on Don Fuson, and a description of contest rule changes. It also featured 2 pages of letters to the editor in reaction to the Jan/Feb. "African-American Roots" feature, indicating that the topic has piqued a lot of interest.

The May/June cover article featured a panel's vote on the best tenors of all time. Already it has received considerable reaction on social media. The other three parts will follow in other (non-consecutive) issues. The issue also featured a recap of the 2014 NSC Fall Festival, an event that has received considerable interest from other districts. Its effect on the district convention model have the potential to be considerable if adapted by other districts.

Future Harmonizer editorial plans.

The July/August issue cover article is an "annual report" style summary of high-level activity that

took place during 2014, including financials. The four pages that appear in the issue (plus the CEO Column) will be given a cover and be available as an 8-page 2014 summary for external audiences. The other major feature in this issue concerns the Vocal Majority's return to form, eight years after winning its previous gold medal.

Sept/October issue will be the convention issue. To shorten the production time, most of the content will be written by fans and the competitors themselves.

Nov/Dec issue will primarily focus on barbershop craft articles and an article about another external arts organization that we have much in common.

Jan/Feb 2016 issue will be leadership-themed, based on content prepared for the Fall 2015 Forum.

District-generated content is expected to take an ever-more prominent role, under the Storytellers banner and otherwise.

Video/Audio Production

● ***Pittsburgh 2015:***

- o Produced a weekly video series (for Live Wire and social media) for the 10 weeks leading up to International of the past 10 quartet champions as this is the first time (ever?) each of the 10 previous champs will sing on the AIC Show.
- o Produced a weekly video series (for Live Wire and social media) revealing each part of the fantasy quartet that will sing on the Saturday Night Spectacular.
- o Arranged, shot and produced a feature video with select Pittsburgh Pirates players for the screens at convention.

● ***Nashville 2016:***

- o In an effort to promote the Nashville 2016 convention at Pittsburgh, we secured, shot and produced several 60-second promo video sweepers of various Nashville personalities. Country Music Hall of Famers The Oak Ridge Boys, Grand Ole Opry members Diamond Rio, rising pop/country star Jess Moskaluke, Nashville Predators defenseman Seth Jones, Belmont men's head basketball coach Rick Byrd and stand up comedian Nate Bargatze have all been produced. Furthermore, a formal request has been sent to country superstar Vince Gill and new Tennessee Titans quarterback Marcus Mariotta. It's unclear whether those two interviews will be done in time for Pittsburgh but, regardless, we have three-to-four promos from each of the others, giving us 14 promos to sprinkle throughout the week, all in an effort to promote Nashville.

● ***MidWinter 2016:***

- o Created the Midwinter teaser for the screens in Pittsburgh and have scheduled an

on-site visit in September in order to further promote the event.

- **Convention Marketing Liaison**

- Engagement in convention marketing activities well in advance. This has traditionally not been the case. As convention marketing liaison, (new role) our marketing plan begins at least two years in advance of the convention. There will be more “product” related activities to market the differences between conventions in order to attract more attendees to the convention. This requires the marketing team to be more engaged on the front end of these initiatives going forward to ensure the program’s success.

- **DVD:** The documentary project for the 2015 convention DVD will follow three choruses on their path to International. The directors of Music City Chorus (DIX), Ambassadors of Harmony (CSD) and Alexandria Harmonizers (MAD) have all agreed to be filmed leading up to Pittsburgh. The pre-contest footage of Music City and Alexandria are complete while the pre-contest footage of Ambassadors is slated to happen the week prior to International. All three directors have also committed to a follow-up interview about their finish in the 2015 contest in order to complete the shooting portion of the project.

- **General:** Created a video of the Top 10 Tenors of all-time to work in conjunction with the feature story in the May/June issue of The Harmonizer.

- **Equipment:** Upgraded/increased our capturing capabilities (via Donny Rose and Harmony University) by adding two additional Replay XD cameras and a second GoPro Hero3+ camera. This will allow us to stage a room, capture an HU class without needing staff. For example, if there are two classes that HU would like to capture for later use but they are taking place at the same time, the A/V department can physically be in one recording it while the equipment we just added to our arsenal can record the other on it’s own.

Financial Services

- **General updates:**

- **Great Plains Upgrade to GP 2015** - completed in February 2015. The system remains stable and ready to initiate installation of additional modules for purchase ordering and inventory controls to improves processes in Harmony Marketplace. Installation of the new modules is expected for third quarter 2015.
- **2014 Audit / Form 990 Preparation** - the draft combined audit has been completed, reviewed by the Joint Audit Committee and non-substantive corrections have been incorporated in the draft being presented to the Board in Pittsburgh. The Form 990 is still in process and awaiting completion of technical review at KraftCPAs as of 6/19/15.
- **Payment Processing** - automated processes to streamline chapter and district payments are still planned for 3Q2015 to minimize check issuances and automate remittance information.

● **Insurance:**

- No changes in insurance coverage during 2Q2015. Staff has met with competitor insurance brokers to discuss insurance needs and gaps and will be looking to create a competitive renewal process to 1) decrease premiums; 2) increase coverage levels; and/or 3) minimize annual increases in insurance premiums.
- Key areas for continued attention remain 1) coverage for non-BHS guest performers; 2) youth events; 3) streamlining and simplifying insurance certification process; and 4) increasing clarity and understanding of coverage levels, limits and risks being insured.

Building Maintenance / Update

- **Capital Improvements Fund** - the Capital Improvements Fund approved by the Board was capitalized with \$100,000 as of FYE2014 to be used to set aside funding for ongoing capital improvement projects on the headquarters building. Annual capital allocations are planned for the next 7 years at \$50,000/year.

● **Building Status** -

- ***Appraisal*** - An appraisal of the headquarters building was completed on March 17, 2015 to provide a baseline valuation in the event of potential offers on the building for development in light of the active development market in downtown Nashville. The appraised value was lower than expected at \$5.35 million compared to discussions with other local real estate professionals. While we may disagree with the current valuation and methodology used, and would not consider an offer in that range for the building as credible, it does provide a benchmark to guide senior management and the Board on the building's relative value in its current state.
- ***Potential Partnerships*** - In light of the slowing pace on the potential inclusion of the HQ building in development plans for adjacent properties (e.g., the Robertson building and former convention space), BHS has been approached both by the NMAAM and Spectrum Properties (developer of the former convention space) seeking space within the vacant 1st floor area of the building. In the case of NMAAM, the museum has requested space to store certain exhibits and archives pending completion of their new space planned in the convention center redevelopment. In addition, Pat Emery (Spectrum) has inquired about renting space on the 1st floor of the building for up to 3 years for its leasing office, construction office and marketing office. We are awaiting an indication of interest from Spectrum on the property and will review our potential options, revenue considerations and terms as appropriate.
- ***Building Completion and Revenue Source*** - Overall opinion continues to support the completion of the 1st floor as downtown office space for a third party to either develop or BHS could develop and lease. Lease rates continue to rise in downtown

Nashville as demand for office space continues to outpace capacity. The downside of this demand is that parking rates continue to outpace our non-profit employee base and potentially many other employers seeking downtown Nashville office space. Pending the partnerships mentioned prior, we believe we could secure a local real estate broker and the space could be leased in a very short period of time.

Governance

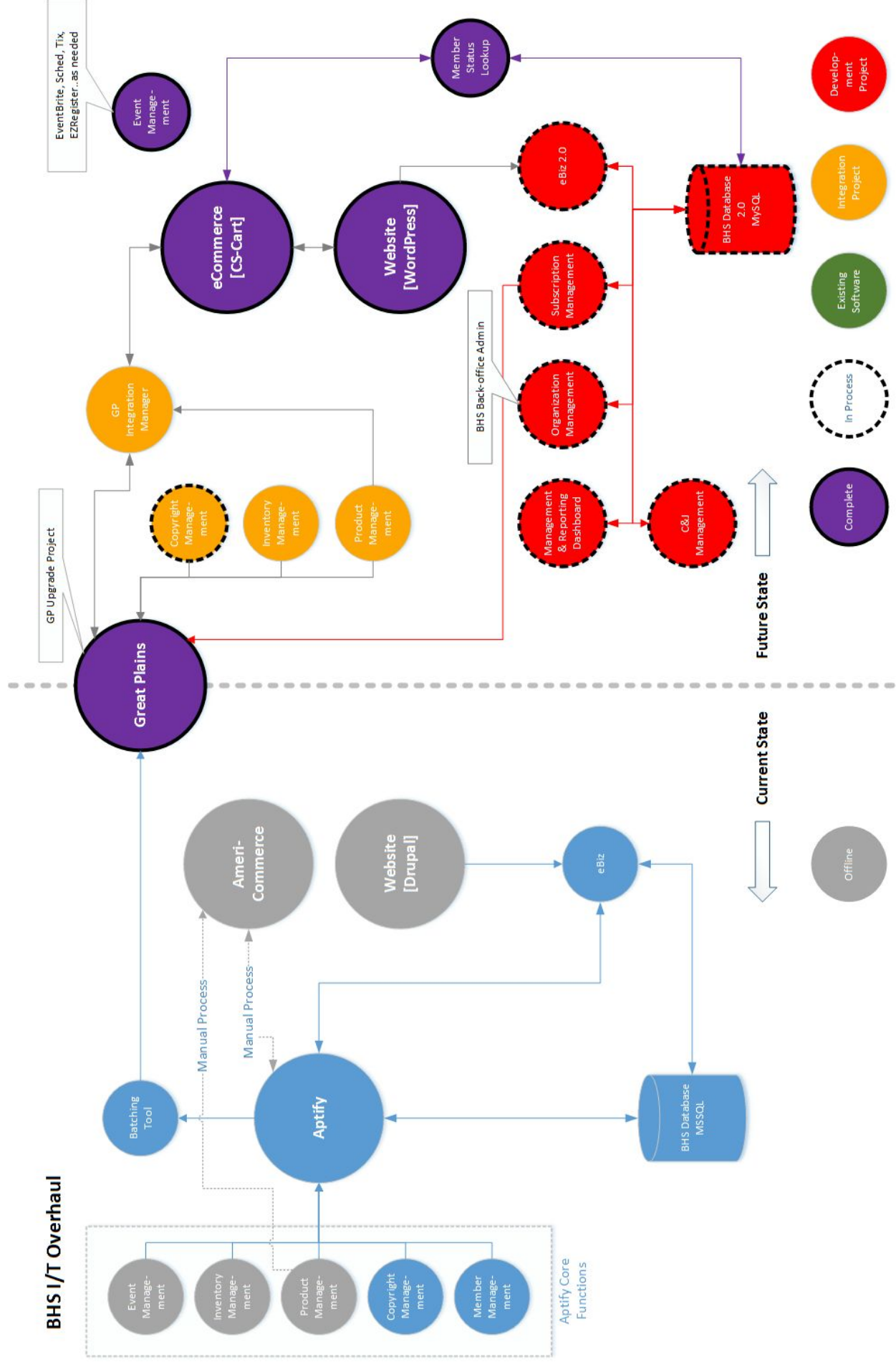
- **Open Board Pilot Project** - The Open Board Pilot continues at 10 chapters of various sizes. As one would expect from any Society program, the bigger and better the chapter, the bigger and better their results from it. Participant reports suggest that the addition of community members to their chapters' boards has brought innovation and opportunity (such as new venues and gigs, and changes to governance and fundraising) So, although it's not a panacea for struggling chapters, it is a boom to well functioning ones. Regardless of the degree of success of any individual chapter with the program, all participants have started to include the broader community in their thinking, which benefits the Society. At the upcoming Major Chorus "Best Practices" Symposium in Nashville in July, pilot originators The Alexandria Harmonizers will cite the program as central to their ongoing renaissance. In short, although adding community board members should not be forced on any chapter unable to take advantage of them, it's a useful tool the Society now has let chapters spread our influence. Early successes of the pilot program initially support making the community board position option available permanently. We will continue to track the successes and opportunities of the community board role through the semi-annual reports to be filed by pilot participants and will be prepared to make a recommendation to the board based upon the facts and data collected.

Technology

- **Membership Systems (*website and online store*)** - We finally released the major overhaul of our website and online store on Friday, June 12th. This release completes the first phase of the Membership Systems overhaul project. In many ways, it was much more complex than we anticipated due to outside factors, internal data limitations, pricing model changes and changes affecting our arrangers. We now have a unified platform that can serve us for many years to come. We also have demonstrated to our Districts and Chapters what can be done with very little software investment. Both of these websites were built on open source platforms - WordPress and CS-Cart - that are relatively inexpensive. WordPress is free, our custom WordPress template was less than \$100 and the CS-Cart platform is less than \$200. Our only investment was our time. This also sets in place our new strategy of containing all web platforms under the Barbershop.org domain - we will no longer be supporting additional domain names or properties. Barbershop.org will be our hub for all Society

activities online.

- ***Membership Systems (Aptify replacement)*** - The development project for the replacement of Aptify and eBiz is underway and making great progress. We have begun building out the framework, hosting environment and data structure. We are still on schedule to release this system later in 2015 and should have a beta version released for evaluation in the Fall.
- ***Mobile Applications*** - We are also releasing our first Mobile Application for the Society. This project will serve as another conduit to our members and Barbershoppers around the world. This project has been in the works for the last few months and is being released in time for the Pittsburgh convention. We are just beginning to understand what the potential is with this new platform and it will be in a Beta phase for a few months as we get feedback from the field.
- ***Event Scheduling Software*** - Another recent success has been with registration and scheduling platforms for HU Belmont. We implemented a combination of EventBrite and Sched to allow attendees to register and set their own schedules for the first time in our history. This has led to a significant reduction in staff time related to scheduling and processing attendees - in 2014 this was an entirely manual process. Consideration has been given to encourage our entire Society to adopt these systems into our entire educational and event driven activities. As Donny Rose says, “even a retired music teacher can manage these tools.”
- ***Roadmap*** - Our I/T Roadmap graphic follows this section and has been updated to reflect the current state of all the elements of our internal systems - both current and future. Our continued objective for 2015 is focusing on this systems overhaul in order to simplify our systems to create better usability, workflows, efficiencies and nimbleness within our systems.



Global Harmony

- ***BHS Events and Engagement*** - We continue to see a great demand for International barbershop enthusiasts to attend our events throughout the year. HU has seen significant increase this year where nearly a dozen countries will be attending our week long event at Belmont.. (see HU) Our Marketplace distribution partner Hal Leonard is opening doors to all corners of the world at a pace and cost that we would struggle to do ourselves. HL's request to distribute our Polecat I songbook (which has sold 70,000 copies internally) is a very clear indication there is a demand for barbershop music.
- ***Global WHC Meeting in Pittsburgh*** - We will host the annual meeting of the World Harmony Council (WHC) on Saturday morning of our convention. We are planning to host up to 40 current and future members of WHC. The SingB project continues to gather names of individuals or groups outside the WHC country coverage, that have expressed interest or need of support to begin more barbershop singing in their country. We are approaching 20 additional countries who have been identified and are engaged with a WHC mentor. Gary Bolles is our liaison to the WHC, and is doing a great job. Any International inquiry that comes to Harmony Hall, gets sent to Gary who then ensures the WHC SingB project list is updated. The annual meeting will primarily cover the approvals of grant requests beyond the WHC membership. The proceeds from the World Harmony Jamboree concert, goes towards expansion of barbershop around the world. The BHS has traditionally used its grant toward a Harmony University scholarship for a non-WHC interested party.
- ***Affiliates*** - The pending revision of the Affiliate agreement is included in the board packet and will be provided as another draft to the Affiliates for discussion at our Saturday morning annual meeting in Pittsburgh. We anticipate representatives from seven of our 10 Affiliates to be present.
- ***SA and HI*** - Separate meetings are scheduled with SA and HI during the convention week.
 - ***HI*** - A new president Sandra Dunlop has replace Jeanne O'Connor after her term expired. Sandra is another long-time HI member. Our discussions will center around six program areas to determine how we can help scale our various needs. We've had a very long standing relationship with HI. HI uses our judging methodology and regularly recertifies and welcomes new judges by attending our judging schools. Many of our chapters are already collaborating together in the field, but how do we capture that information to encourage others to follow will be a discussion topic when we meet.
 - ***SA*** - We continue to develop a deeper understanding about how we both operate. In early June, five BHS staff (Erin, Erik, Donny, Joe and Marty) flew to Tulsa for a day to discuss more specifics around collaborating together in the future. We believe we have narrowed our opportunities to education and youth outreach, and will

continue to develop a plan in the next six months for a possible event to be scheduled in 2017.

II. POLICY TYPE: EXECUTIVE LIMITATIONS - Spring Report

POLICY TITLE: *GENERAL EXECUTIVE CONSTRAINT*

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

CEO: I'm in compliance with these limitations.

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

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

Accordingly, the CEO may not:

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

CEO: I'm in compliance with these limitations.

C. POLICY TITLE: *FINANCIAL CONDITION*

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

Accordingly the CEO may not:

1. Use any long-term reserves.
2. Allow cash to drop below 90 days cash on hand as calculated in the monthly Dashboard. He may not allow the quick ratio to fall below 1 (1) as an average over a calendar quarter.
3. Allow tax payments or other government-ordered payments or filings to be overdue or inaccurately filed.
4. During a fiscal year, move the budgeted income or the lesser of \$25,000 or twenty percent of the budgeted expense from one of the seven Society budget categories to another of the six Society budget categories without prior consent of the Board.
5. Fail to require that staff submit all expense accounts to their immediate superior for approval within thirty days following expenditure. The CEO is not required to submit the CEO expense accounts for approval, but the CEO shall review expense accounts with the Chief Financial Officer and Society Treasurer at least quarterly.
6. Fail to require that all travel by Society staff, Society committee and the Board be within the policy statement as published in the Society Personnel Policy Handbook. The Chief Financial Officer or the CEO must pre-approve reimbursable airline travel expense that exceeds \$500.

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

D. POLICY TITLE: *ASSET PROTECTION*

The CEO may not allow assets to be unprotected, inadequately maintained, or unnecessarily risked. Specifically, the CEO may not:

1. Fail to insure against theft and casualty losses to at least 80 percent replacement value.
2. Fail to insure against liability losses to board members, staff, or the organization itself in an amount equal to or greater than \$2 million with a \$5,000 deductible.
3. Subject facility and equipment to improper wear and tear or insufficient maintenance.
4. Unnecessarily expose the organization, its Board, or staff to claims of liability or loss.
5. Make any purchase or commit the organization to any single expenditure or contract of greater than \$50,000, except Harmony/Directors College, hotel and other convention contracts, and payroll, and any Society-wide training event.
6. Enter into, or allow to be entered into, any binding hotel, services, or other contract or letter of agreement unless it contains an appropriate escape or termination clause that defines reduced or pro-rata liabilities.
7. Make any purchase:

- a. wherein normally prudent protection has not been given against conflict of interest;
 - b. of over \$10,000 without having obtained competitive prices and quality;
 - c. which is unbudgeted and over \$25,000 without Board approval.
8. Receive, process, or disburse funds under controls that are insufficient to meet the standards.
9. Invest or hold operating capital in uninsured checking, savings or money market accounts.
10. Acquire, encumber, or dispose of real property.
11. Allow any staff member, or himself, to charge a personal expense to a Society credit card or account.

CEO: I'm in compliance with these limitations.

E. POLICY TITLE: *COMPENSATION AND BENEFITS*

With respect to employment, compensation, and benefits to employees, consultants, contract workers, and volunteers, the CEO may not cause or allow jeopardy to fiscal integrity or public image. Accordingly, the CEO may not:

1. Change the CEO's own compensation and benefits.
2. Promise or imply guaranteed employment.
3. Establish current compensation and benefits that:
 - a. Deviate materially from the geographic or professional market for the skills employed.
 - b. Create obligations over a longer term than revenues can be safely projected, in no event longer than one year and in all events subject to losses of revenue.
 - c. Deviate materially from practices that would, in the aggregate, position the Society at or slightly above the median of ASAE (American Society of Association Executives) survey data.
 - d. Fail to use ASAE Association Executive Compensation & Benefits Study survey data reported for "Individual Membership Organizations" with similar staff and budget profiles. When appropriate for problematic recruitment/retention salary management situations, ASAE "All Organizations" data may also be referenced.
 - e. Fail to benchmark Society staff productivity closely with "Personnel Expense and Budget Ratio" standards reported in the ASAE Blue Chip Compensation & Benefits Study survey for "Individual Membership Organizations" with similar staff and budget profiles in categories of: "Salary Costs as a % of Total Annual Budget" and "Salary Costs Per Employee," and also for "Budget Productivity Ratios" corresponding to "Total Annual Budget Per Employee" and "Total Annual Budget Per Member."

4. Establish or change benefits that:
 - a. Cause unfunded liabilities to occur or in any way commit the organization to benefits that incur unpredictable future costs.
 - b. Provide less than some basic level of benefits to all full-time employees, through differential benefits to encourage longevity in key employees are not prohibited.
 - c. Allow any employee to lose pension benefits already accrued from any foregoing plan.
 - d. Treat the CEO differently from other comparable key employees.

CEO: I'm in compliance with these limitations.

II. POLICY TYPE: EXECUTIVE LIMITATIONS - (Summer Report)

C. POLICY TITLE: FINANCIAL CONDITION

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

Accordingly the CEO may not:

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

Monitoring

Method: internal report

Frequency: quarterly, by the end of January, April, July, and October

Method: external report

Frequency: annually, by the end of April

CEO: I'm in compliance with these limitations.

II. POLICY TYPE: EXECUTIVE LIMITATIONS

G. POLICY TITLE: COMMUNICATION AND COUNSEL TO THE BOARD

With respect to providing information and counsel to the Board, the CEO may not permit the Board to be uninformed. Accordingly, the CEO may not:

1. Fail to submit monitoring data required by the Board (see policy IV.D on Monitoring Executive Performance) in a timely, accurate, and understandable fashion and directly addressing provisions of the Board policies being monitored.
2. Let the Board be unaware of relevant trends, anticipated adverse media coverage, and significant external and internal changes, particularly changes in the assumptions upon which any Board policy has previously been established.
3. Fail to provide a mechanism for official Board, officer, or committee communications.
4. Fail to deal with the Board as a whole except when:
 - a. fulfilling individual requests for information
 - b. responding to officers or committees duly charged by the Board
 - c. polling Board members to extract insights for his consideration when approaching an unfamiliar or contentious subject or problem.
5. Fail to report in a timely manner any actual or anticipated noncompliance with any policy of the Board.
6. Give a report to the Board that is not clearly identified as either Information for Decision-Making, Incidental Information Only, or Monitoring Information.
7. Fail to provide structure to allow formulation and implementation of effective communication policies for the Barbershop Harmony Society.

Monitoring

Method: internal report and external auditor

Frequency: annually, 14 days prior to the annual meeting of the Board

CEO: I'm in compliance with these limitations.

II. POLICY TYPE: EXECUTIVE LIMITATIONS

I. POLICY TITLE: EXPANSION / DEVELOPMENT OF BARBERSHOP SINGING IN THE WORLD

The Society's role in and long-term commitment to the world-wide propagation and preservation of barbershop harmony is to be fulfilled, primarily, by working through the World Harmony Council. Accordingly, the CEO may not:

1. Fail to nominate and instruct the Society's representative to the Council, on behalf of the Society, to actively participate in the activities of the Council in support of the mission and aims of the Council.
2. Fail to nominate a member of the Society staff to liaise with the Council's officers and representative in order to facilitate the engagement of appropriate Society resources in support of the Council's mission and aims.

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

Monitoring

Method: internal report/discussion.

Frequency: quarterly at board meetings or whenever other information is available

CEO: I'm in compliance with these limitations.
