



**Illinois District Association of Chapters, SPEBSQSA Inc.**  
**Fall 2016 House of Delegates Meeting**  
**AGENDA**

Location: Marriott Hotel (Redbird G) – Normal, IL

Date/Time: Friday, September 23, 2016 – 1:30 p.m.

**Call to Order**

“The Star Spangled Banner”

“The Old Songs”

Roll Call & Declaration of Quorum

Bob Cearnal

Jeff Bowyer

Mike Isely

**Invocation**

Tom Woodall

**Reading of the District Mission & Vision Statements**

Jim Bicek

Mission Statement – *The Illinois District fosters a state of close harmony by bringing the joy and excitement of music to all people.*

Vision Statement - *To keep men of all ages singing throughout their lives.*

**Welcome/Introduction of Guests**

Rich Hansen

**Approval of the Agenda**

Rich Hansen

**Minutes of the Previous HOD (April 15, 2016)**

Mike Isely

**Consent Calendar Reports**

Rich Hansen

President’s Report – Hansen

Membership – Feugen

Music & Performance – Ludwig/Pashon

Marketing & PR – Bicek

YIH – Deets

C & J – Cowin

CSLT - Miller

Historical – Squires

Awards – Bagby

IDEA - Cearnal

**Treasurer’s Report**

Jim Wagner

**Approval of the 2017 Budget**

Jim Wagner



ILL HOD Fall 2016

Agenda

**OLD BUSINESS**

1. Chapter Membership & Society Liability

Rich Hansen

**NEW BUSINESS**

1. IDEA Trustee Appointment
2. 2017 Board of Directors Election
3. Spring 2017 Jamboree Update
4. Spring 2017 HOD Date
5. Future Conventions Update

Rich Hansen/Bob Cearnal  
Bowyer/Bagby/Cowin  
Tim Pashon  
Rich Hansen  
Will Thorndike

**Harmony Foundation Remarks**

Jim Clark

**Song Break**

Hugo Feugen

**Society Strategic Planning Presentation**

Skipp Kropp

**Memorial To Deceased District Members**

Bob Squires

**Closing Remarks**

Rich Hansen

**Adjournment** – “Keep the Whole World Singing”

Craig Rigg



HOD Attendance (P for Present, A for Absent, L for Late)

<b>Chapter Delegates</b>			
<b>P/L/A</b>	<b>Chapter Name</b>	<b>No.</b>	<b>Delegate</b>
	Arlington Heights	E002	Terry Franzen
	Aurora	E003	James Fourmont
	Belleville	E005	James Morgan
	Bloomington	E007	Tom De Bord
	Bureau County	E024	!
	Carbondale	E075	* Neth Hass
	Champaign Urbana	E010	+ Hugo Feugen
	Chicago Metro	E045	John Morris
	Chicago No 1	E012	!
	Chicagoland West Suburban	E030	Ron Welch
	Coles County	E017	Bruce Condill
	Collinsville	E016	!
	Danville	E013	* Jeff McMorris
	Decatur	E014	* James Barr
	DuPage Valley	E066	* John Morrison
	Elgin	E018	Keith Rosborough
	Kankakee	E077	Bruce Richardson
	Kishwaukee Valley	E067	G Howard Peterson
	Lake County	E021	+ Robert Squires
	Macomb	E008	Craig Rigg
	Northbrook	E009	Glenn Mills
	Peoria	E044	* Robin Meredith
	Quincy	E029	!
	Rock Island	E048	Michael Kaas
	Rockford	E047	* Wayne Johnson
	Rockford Metro	E019	* John Maynard
	Sandoval	E073	!
	Springfield	E061	Patrik Claussen
	Sterling Rock Falls	E052	Paul McCracken
	Waterloo	E054	* Mark Juelfs
	Will-Cook	E050	Frank Fabian
(total = 31)			
* Chapter did not specifically declare a delegate; substituting Chapter President			
+ Delegate appears in multiple places or is a District Governance Board officer or a Past President – will still only have ONE vote!			
! No information provided by this chapter (missing chapter officers from ebiz), thus no delegate			



HOD Attendance (P for Present, A for Absent, L for Late)

<b>Governance Board</b>		
<b>P/L/A</b>	<b>Name</b>	<b>Role</b>
	Richard Hansen	President
	Jim Waldorf	Executive VP
	Mike Isely	Secretary
	Jim Wagner	Treasurer
	Hugo Feugen	At-Large (Membership)
	Will Thorndike	At-Large (Events)
	Dave Cowin	At-Large (C & J)
	Brett Mulford	At-Large
	Jeff Bowyer	Imm. Past President
(total = 9)		

<b>Active Past Presidents (not on Gov. Board)</b>	
<b>P/L/A</b>	<b>Name</b>
	Mike Bagby
	Bob Cearnal
	Earl Meseth
	Bob Squires
	Joe Sullivan
	Jim Vliet
	Syl Wetle
	Wayne Wright
(total = 9)	

<b>Operations</b>		
<b>P/L/A</b>	<b>Name</b>	<b>Role</b>
	Jim Bicek	Marketing & PR, Webmaster
	Kevin Deets	Youth In Harmony
	Terry Ludwig	Music & Performance
	Tim Pashon	Music & Performance / Quartet promotion
	Bill Miller	CSLT
	<open>	Chorus Director Development
(total = 6)		

<b>Additional</b>		
<b>P/L/A</b>	<b>Name</b>	<b>Role</b>
	Dwayne Cooper	International Representative
(total = 1)		





## **President's Report**

### **Fall 2016**

Where has the time gone? As I write this, I am entering my last quarter serving as your district president – and reflecting upon the last 18 months, I am very proud of what has been accomplished and excited for the direction in which our district is headed.

One of the biggest goals I had as president was increasing communication across the district between the district board and the chapters. To that end, I have spent nearly each month of my term visiting with various chapters across the district. With just a few more to go, I am confident that I will achieve this goal by the end of the year. These visits have provided me the opportunity to witness all the wonderful things that are going on within our district and the successes that each chapter can claim, however I am keenly aware of the work that still needs to be done – in actively supplying district support to our smaller and more struggling chapters, whether it be in the areas of directors, coaching, and/or outreach.

Recently, I was faced by a series of resignations in our Operations Team. Our VP of Marketing, Kevin McClelland, served the district well during his term, and was instrumental in bringing about a revised hard copy of our newsletter, "Attacks and Releases." I'm happy to report that Jim Bicek, longtime member of the Marketing Team and Director of Special Projects, has stepped up to the plate to fill Kevin's shoes regarding Marketing. Assisting him is Dan Garcia and Rob Siebert, who will be handling the Webmasters for the district. I welcome both of these men and am glad to see Dan back on the district board.

I also had to fill the vacancy left by Mike Savard over the summer. Because of a job transfer, Mike and Mary have moved to Costa Rica! Stepping up as his replacement, Bill Miller has agreed to serve as the new VP of CSLT. In addition to providing leadership training for our membership, Bill will also be overseeing the Chapter Advocate (formerly Mentor) Program. I also wish to welcome Bill back on the district board.

Tim Woodall has resigned the position of VP of CDD (Chorus Director Development). This is an area that I find needs a lot of attention in our district to assist front-line directors. While a replacement has not yet been chosen, the search is ongoing and I hope to have an announcement in this position soon.

I am very proud of what my team has accomplished over the past year and a half. From resurrecting Attacks and Releases to witnessing (and directing) the first ever District Youth Chorus at the Midwinter Convention to launching the new Spring Harmony Jamboree, it certainly has been an exciting time to be an Illinois District barbershopper! And speaking of the Jamboree – if you missed it, the first-ever Spring Harmony Jamboree was a huge success, with 27 out of 31 chapters taking part! Through a gracious donation by IDEA, registration was FREE for all participants. Plans are already in the works for next year's event, taking place once again in East Peoria, IL on March 31/April 1, 2017. Mark your calendars and stay tuned for more details on what promises to be an outstanding weekend.

As I pass the reins of command to my EVP, Jim Waldorf, I am reminded of how fortunate I have been to lead you all in this wonderful hobby of ours – I can't thank you enough for the hospitality you've shown me, whether it be at an installation banquet, chapter show, or rehearsal visit. I wish you the very best and look forward to continuing my service on the district board, both as a past president and continuing in the area of youth outreach.

Yours in harmony,

Rich Hansen

IL Chapter Membership 8/2016

CHAPTER	CODE	members 8/31/15	members 02/16	overdue 02/16	members 08/16	overdue 08/16	mem% inc/(dec)	overdue inc/dec since 2/2016
Frank Thorne	E-000	37	35	5	38	3	3	-2
Arlington Heights	E-002	35	35	0	34	2	(3)	2
Aurora	E-003	14	13	0	15	1	7	1
Belleville	E-005	37	37	3	34	4	(8)	1
Bloomington	E-007	122	118	3	120	5	(2)	2
Macomb	E-008	17	14	2	12	0	(29)	-2
Northbrook	E-009	92	89	9	83	4	(10)	-5
Champaign-Urbana	E-010	10	10	1	16	0	60	-1
Chicago No. 1	E-012	2	2	0	2	0	0	0
Danville	E-013	20	21	1	26	1	30	0
Decatur	E-014	21	21	4	17	0	(19)	-4
Collinsville	E-016	9	8	1	7	1	(22)	0
Coles County	E-017	36	33	1	32	2	(11)	1
Elgin	E-018	36	38	4	34	6	(6)	2
Rockford Metro	E-019	24	23	3	21	0	(13)	-3
Lake County	E-021	27	27	1	27	3	0	2
Bureau County	E-024	10	10	1	9	0	(10)	-1
Quincy	E-029	3	2	0	2	0	(33)	0
Chicagoland West Suburban	E-030	87	88	5	90	5	3	0
Peoria	E-044	26	25	0	24	4	(8)	4
Chicago Metro	E-045	22	22	1	25	0	14	-1
Rockford	E-047	40	41	4	39	2	(3)	-2
Rock Island	E-048	20	18	0	18	2	(10)	2
Will-Cook	E-050	43	42	1	43	4	0	3
Sterling-Rock Falls	E-052	39	38	3	39	3	0	0
Waterloo	E-054	19	21	0	22	2	16	2
Springfield	E-061	45	43	2	41	1	(9)	-1
DuPage Valley	E-066	60	60	3	61	2	2	-1
Kishwaukee Valley	E-067	9	9	0	9	1	0	1
Sandoval	E-073	2	2	0	2	0	0	0
Carbondale	E-075	24	25	0	24	3	0	3
Kankakee	E-077	11	11	2	9	1	(18)	-1
		999	981	60	975	62	(2)	2

Member Count by Member Class		
Member Class	# of Members	
L5	2	2
LF	6	6
R5	21	2
RG	521	508
S5	66	68
SL	131	120
SN	125	120
Y2	31	33
<b>Total</b>	<b>883</b>	<b>873</b>
	(2/2016)	(8/2016)

## Membership Report

August 27, 2016

The attached charts show how IL District chapters have fared in the last year.

The big story remains “non-renewals.” Each Chapter Development Officer/VP Membership needs to keep his finger on “[ebiz.barbershop.org](http://ebiz.barbershop.org)” to see who in his chapter is nearing his renewal date (and hasn’t done it). Across the district since February of this year, we’ve had a net 2 increase of non-renewals. However, Northbrook and Decatur have done wonderfully in that category, reducing their overdue counts by 5 and 4, respectively, just since February. But in the big picture, we’re still losing members, down 10 since February, and down 26 from a year ago!

**FIND WAYS TO ENCOURAGE MEMBERS TO RENEW! IF YOU CAN’T CATCH THEM AT A MEETING, CALL THEM AT HOME! IT’S PARTICULARLY AT RENEWAL TIME THAT MANY ARE STRUGGLING WITH THE QUESTIONS SURROUNDING WHETHER THEY WANT TO RENEW. DON’T LET THOSE MEMBERS THINK THEIR CHAPTER DOESN’T CARE ABOUT THEM (unless you don’t---that’s a joke).**

The national Membership Committee advice regarding membership has been a general encouragement to all chapters to “get out in the community and show what you are and can do.” Don’t hide your light within the confines of your meeting hall! Perform! If you don’t have gigs, find places to perform. Brainstorm where you could perform. Seek out places where your performances would catch the eyes and ears of potential male barbershop singers. Ask to perform, then do so--in style!

The most successful “program” in the society for increasing chapter membership (one at a time) is not the podium cattle calls of “Wives, get rid of your husbands on Thursday nights! Send them to us!” but rather, personal invitations, particularly using the “Super-charging Your Chapter” method (this year, the creator of that initiative was on the faculty at Harmony University at Belmont University in Nashville) by initiating a closely-scripted, five-minute interaction with a prospective member, inquiring about their singing. (Copious details available via [barbershop.org](http://barbershop.org), Supercharging Your Chapter, and on Facebook.) Chapters should maintain an electronic presence, so singers trying to check out chapters in your area will find you in the most common ways they’re looking these days.

As always, I’m eager to hear (and receive as emails) stories of your chapter’s triumphs, losses and support needs—particularly all those strategies you believe are paying off.

Respectfully,

Hugo Feugen

P.S. 50-year pin awardees: Doug Smith (Elgin), Wes Willard (Northbrook), Richard Misiaveg (Will-Cook), George Collar (West Towns), Tom Roger (Peoria), Bob Wahl (West Towns)



To: Rich Hansen, President Illinois District  
Illinois District Board of Directors  
Illinois District House of Delegates

From: Terry Ludwig and Tim Pashon, Co-Music and Performance VP

Gentlemen,

Last year we saw a major change in the spring activities for the District. We moved from February to April and we changed the format from IDAH to the Spring Jamboree. The new event was a huge success and plans are now underway for 2017.

The 2016 version saw 2 guest quartets and numerous faculty converge in Peoria for the 2-day event. We had 4 choruses, 15 quartets and numerous other individuals in attendance. The final total was somewhere around 300 men and women. The attendance was definitely high because of a generous donation from IDEA that allowed us to offer the Jamboree for free.

In 2017 we will have Masterpiece and Class Ring as our featured quartets and the rest of the faculty is still being booked at the time of this report. Unfortunately, we will not be able to offer the Jamboree for free this year, but I promise that it will be very affordable for our students.

If you ever have any suggestions for a class for the Jamboree, please feel free to email one of us. We value the input!

Respectfully submitted,

Terry Ludwig and Tim Pashon

## Fall Convention Update

The Illinois District Fall convention will be held September 23–25.

I have coordinated with Samantha Moorehead and Kyle Davis from the Bloomington-Normal Convention & Visitors Bureau to make hotel arrangements:

Uptown Normal Marriot Hotel	Rate: \$134.00 per night
201 Broadway Avenue	Block of rooms under <i>Barbershop</i>
Normal, IL	<i>Harmony Society</i>
(309) 862-9000	

❖ Attendees must make reservations on their own.

Tables will be set up in the lobby for information and registration.

Arranged for volunteers to work tables and distribute wristbands.

❖ Will have wristbands this year instead of badges; Mary Savard handling

Worked with Brie Lohr from the Bloomington-Normal Convention & Visitors Bureau on press releases, online calendar, radio media, and calendar of events. She will follow protocol from last year. If changes are needed, please let me know.

## **Marketing Outlook**

It seems that we've been living in the past in our approach to and methods of promoting the Barbershop Harmony Society. Word of mouth is no longer effective.

Choruses must make their presence known within their communities through participation in community events, such as parades, community fairs, and local chamber of commerce meet and greet events. Chorus representatives should be armed with informational handouts and a calendar of chorus events.

Use the Internet and social media to get the word out! A chorus website can be useful for both current and prospective members. However, this is an expense to establish and maintain. Set up a chorus facebook page with a video of a performance, practice schedule, and performance information. Update the page with chorus accomplishments and events.

Going forward, I will be communicating with the marketing and public relations contact of each chapter to provide and discuss ideas to promote the choruses and their activities within their local areas.

My mission is to jump into the 21<sup>st</sup> century with a fresh approach and even a new logo!

## **Public Relations Outlook**

The task of public relations is exactly what the term means – relating to the public.

We need to work to change the public perception of barbershopping. People may think barbershop singers wear striped jackets and straw hats. Of course, we know that's no longer true. This isn't your granddaddy's barbershop anymore!

Members of all choruses should take advantage of events sponsored by churches, banks, nursing homes, schools, VFWs and American Legion Posts, libraries, and other social groups to perform and show the public what the new face of barbershopping looks like! Improving how we are perceived increases interest, which increases membership.

Let's put our best voices forward at all times!



Just thought you might want an update on the BHS "Youth" contests at the District and International levels. **These rules have nothing to do with any Illinois District "Youth" Contests.** The BHS BOD, working with suggestions made by the International Youth Committee, headed by Joe Cerutti, recently voted to completely change the method of qualification for the International Youth Quartet Contest (now Contests). The now past method was to continue to conduct International "Collegiate/Youth" Pre-Lims at each of our 17 Districts where our "Collegiate/Youth Quartets" would qualify by score. Additional wild cards would be included by the BHS to reach a total of 30 quartets. The only points that now remain in the rules are the number of quartets and the most recent age limits.

**The new rules have now been further changed as follows:** (I don't have the official language of the most recent changes, but here are the changes as I currently understand them)

1. The "International Youth Pre-Lim" contests, held at all Districts, have now be eliminated all together.
2. All "Youth" quartets wanting to enter the International Youth Contests, held at the Mid-Winter Conventions, must now qualify by submitting a video of their 2 contest numbers to a committee at the BHS. No other options.
3. The video's will be divided into the 4 new categories; Novice Junior, Experienced Junior, Novice Varsity, and Experienced Varsity. Junior = all members under 19 years old. Varsity = 19 years old to under 26 (however, a Varsity Quartet may have up to 3 members under 19. Age limits are as of the date of the International Youth Contests (at Mid-Winter, usually in January).
4. A Youth Quartet may not be in more than one of the above 4 categories.
5. Affiliate Youth Quartets may also submit videos.
6. The BHS committee will select a fixed number of quartets from each of the 4 categories to compete in the International Youth Contests (the number of qualifiers differ among the categories). All or most of those non-qualifying youth quartets submitting tapes will be invited to participate in a youth quartet festival to also be held at the Mid-Winter Conventions.
7. At the International Youth Contests, a winner for each of the 4 categories and an overall Youth Quartet Champion will be determined, I believe, by score.





## **CSLT & Mentoring V.P., Report to IL District Board**

### **ILLINOIS District Board ,**

There is not a whole lot to report in my first six weeks of tenure in this job.

### **Chapter Officer Training**

The Third Annual Midwest Harmony Alliance hosted, and IL District sponsored, **Leadership Summit** for **Saturday, January 14, 2017** in Elgin at the First United Methodist Church. We are scheduling six trainers to provide the motivation and skills in their multi-session classes. Bob Cearnal has already agreed to train our Presidents. We are searching the Midwest for one or two more experts. Bob Squires has agreed to chair the very popular "Anything Goes" sessions. 2017 Chapter President, Secretary, Treasurer, Music VP, Show VP and Members at Large should plan to attend this Summit from 9 am to 3 pm. We will provide incentives for Chapters who car-pool multiple officers over long distances. Since Chapters are expected to reimburse expenses of their officers who attend District Training, we are going to ask our local Barbershoppers to offer free bed and breakfast to fellows who need to drive to the Elgin vicinity on Friday to make the 9 am start on Saturday.

### **District Mentoring**

I have read the Mentoring Program Materials and communicated my understanding and expectations to the four Regional mentors. Brett Mulford submitted his resignation this week, stating that too many of his assigned Chapters meet on the same night as his Bloomington Chapter. Our District President, Rich Hansen has volunteered to assume this Mentor position after his term ends in January. I have asked the Mentors to forward to me copies of their previous 2016 Reports so that I can get a feel for the Chapters' challenges.

Assuming that some of our smaller Chapters may be struggling to stage Concerts and Show, the Midwest Harmony Alliance has communicated to all IL Chapters that our MHA resources are available to help plan and stage such an event that would include a performance by the MHA Massed Chorus.

**Bill Miller**  
**Vice President, CSLT & Mentoring**  
**August 5, 2016**



**To: Illinois District Board/House Of Delegates**  
**From: Bob Squires, Illinois District Historian**  
**Re: 2016 Fall HOD Report**  
**Date: September 23, 2016**

**Board Members and Chapter Delegates,**

**The Illinois District/BHS and the District Historical Committee would like to recognize the recent donations made by Patty Johnson, widow of Dick Johnson, on the donation of a large amount of historical materials.**

**These materials included many recordings and video tapes, sheet music and correspondence from the years that Dick was a member of the Society and the quartets he sang with and choruses he directed over those years. Our district historical archives have become richer as a result of these wonderful donations.**

**Our good news continues as we are beginning to see a light at the end of the tunnel with the preservation of a huge amount of recorded music and quartet and chorus performances, along with many contest performances. The men who continue to work on these transfers include, Frank Fabian, Rick Murahata, Jim Fourmont and Dick Lain. Slowly but surely progress is being made and the results of their efforts can be shared with our district membership.**

**Once again this Fall we will be honoring our past district quartet champions with a display in the registration area of the headquarters hotel. Look for special displays honoring the BARBERSHARPS on their 50<sup>th</sup> anniversary and the PIPERS on their 25<sup>th</sup> anniversary.**

**Finally I would like to again make a request to our members to be on the lookout for any type of historical barbershop material. Please let me know if anything significant comes your way. I can be reached through the information listed below.**

**Thanks in advance for anything you would like to donate to the district.**

**Respectfully submitted on behalf of the Illinois District Historical Committee.**

**Bob Squires, Historian**  
**Illinois District/BHS**  
**[bobsingslead@aol.com](mailto:bobsingslead@aol.com)**  
**(815) 347-2985**



## **Awards Committee Meeting - July 9, 2016**

Meeting was called to order by chairman Bagby at 9:00 AM at the Sheraton Hotel in Nashville, TN

Present were committee members Steve Davis, John Davis, Hugo Feugen and chairman, Mike Bagby.

The resignation of Bob Squires was accepted with sadness and much gratitude for his long service on the Awards committee. Possible new members were discussed.

The committee reviewed the actions at the Spring Festival and assigned tasks for preparation and presentations at the Illinois District Fall Convention September 23-25 in Bloomington.

The following Awards will be presented:

### **AWARD**

### **PRESENTER**

#### **FRIDAY NIGHT**

Ed Wilson Quartet Service Award

John Davis

Sol Gamis Quartet Charitable Service Award

John Davis

#### **SATURDAY AFTERNOON**

Fifty Year Pins

Hugo Feugen

25<sup>th</sup> Anniversary Presentation

Pipers Alley

Music Man Award

Joe Sullivan, QCA President

Swan Song

Union Station

Novice Quartet Champion

President Rich Hansen

College Quartet Champion

Kevin Deets, YIH Vice President

Senior Quartet Champion

Cruise Control

3<sup>rd</sup> Place Quartet

Chronicle

2<sup>nd</sup> Place Quartet

Drive Time

District Quartet Champion

Union Station

#### **SATURDAY NIGHT**

Frank Thorne Award

Hugo Feugen

Charles Hecking Award

Hugo Feugen

Most Entertaining Chorus Awards

Hugo Feugen & John Davis

Swan Song

Bloomington Chorus

Certificates to all Chorus Directors?

Ask Rich Hansen

ABE Award

Terry Ludwig

Chorus Plateau Awards

Bob Squires and Dave Cowin

Gene McNish Small Chorus Champion

District Music Vice President

Most Improved Chorus Award

District Music Vice President

Rush Wyman District Chorus Champion

Bloomington President & Director

Meeting was adjourned at Noon



## FALL CONVENTION 2016 - AWARDS COMMITTEE ASSIGNMENTS

COMMITTEE MEMBER	DESCRIPTION	PRESENTER	TIME
Dave Cown C & J Vice President	Chorus Plateau Awards	Bob Squires	Saturday Night
Dave Cown C & J Vice President	Most Improved Chorus Award	District Music Vice President	Saturday Night
Hugo Feugen	50 Year Pins	Hugo Feugen	Saturday Afternoon
Hugo Feugen	Charles Hecking Award	Hugo Feugen	Saturday Night
Hugo Feugen	Frank Thorne Award	Hugo Feugen	Saturday Night
Hugo Feugen and John Davis	Most Entertaining Chorus Awards I & II	Hugo Feugen	Saturday Night
John Davis	Back Stage Coordinator		Friday Night
John Davis	Ed Wilson Quartet Service Award	John Davis	Friday Night
John Davis	Sol Gamis Quartet Charitable Svc Award	John Davis	Friday Night
<b>John, Steve, Mike and Hugo</b>	<b>Back Stage Coordinator</b>		<b>Saturday Night</b>
Mike Bagby	Gene McNish Small Chorus Champion	District Music Vice President	Saturday Night
Mike Bagby	Back Stage Coordinator		Saturday Afternoon
Mike Bagby	Lapel Pins - 2nd Place Quartet	Drive Time	Saturday Afternoon
Mike Bagby	Lapel Pins - 3rd Place Quartet	Chronical	Saturday Afternoon
Mike Bagby	Lapel Pins - District Quartet Champ	Union Station	Saturday Afternoon
Mike Bagby	Piper's Alley - 25th Anniversary	QCA President Joe Sullivan	Saturday Afternoon
Mike Bagby	Sing With A Champ	Tom Woodall	Saturday Morning
Mike Bagby	Certificates to all Chorus Directors	Rich Hansen	Saturday Night
Mike Bagby	Swan Song - Bloomington	MC	Saturday Night
Mike Bagby	Make sure all awards are engraved and in Bloomington for display , Prepare Plaques after convention		
Mike Bagby	Prepare Schedule, Scripts for All Presenters, Awards Certificates		
QCA	Music Man Award	QCA President Joe Sullivan	Saturday Afternoon
QCA	Swan Song - Union Station	QCA President Joe Sullivan	Saturday Afternoon
Steve Davis	ABE Award	Terry Ludwig	Saturday Night
Steve Davis & Mike Bagby	College Quartet Champ	Youth VP - Kevin Deets	Saturday Afternoon
Steve Davis & Mike Bagby	Novice Quartet Champ	President Rich Hansen	Saturday Afternoon
Steve Davis & Mike Bagby	Senior Quartet Champ	Cruise Control	Saturday Afternoon
Steve Davis & Mike Bagby	Rush Wyman District Chorus Champ	Bloomington Pres & Director	Saturday Night



Date: 8/13/16

To:

IDEA Trustees  
Dist Sec - Mike Isely  
Dist Pres - Rich Hansen  
Fin Reviewer - Nick Caccamo  
Dist Treasurer - Jim Wagner

From: IDEA Treasurer - Earl Holtz

Re: IDEA Fund Financial Report

As of today, 8/12/16, the Fund balance increased to \$90,169.48 from \$85,890.82 as of 12/31/16. Year-to-date, the three mutual funds have gone up \$6502.69, or 8%, contributions have totaled \$5132, and disbursement have been \$7000 for Jamboree and \$356 for brochures and certificates.

Earl Holtz

9:04 PM  
08/25/16  
Cash Basis

**IL District Association of Chapters, SPEBSQSA**  
**Balance Sheet**  
**As of August 25, 2016**

	<u>Aug 25, 16</u>
<b>ASSETS</b>	
<b>Current Assets</b>	
<b>Checking/Savings</b>	
1010 Checking Account	26,564.54
<b>Total Checking/Savings</b>	<u>26,564.54</u>
<b>Accounts Receivable</b>	
1100 Accounts Receivable	54.00
<b>Total Accounts Receivable</b>	<u>54.00</u>
<b>Other Current Assets</b>	
1320 Pre-Purchased Awards	432.00
<b>Total Other Current Assets</b>	<u>432.00</u>
<b>Total Current Assets</b>	<u>27,050.54</u>
<b>TOTAL ASSETS</b>	<b><u>27,050.54</u></b>
<b>LIABILITIES &amp; EQUITY</b>	
<b>Equity</b>	
<b>3000 Unrestricted Funds</b>	
3010 Operating Fund	26,236.07
<b>Total 3000 Unrestricted Funds</b>	<u>26,236.07</u>
<b>3200 Permanent Restricted Funds</b>	
<b>3210 Grants &amp; Contributions</b>	
<b>IDAH</b>	
Scholarships	233.00
<b>Total IDAH</b>	<u>233.00</u>
<b>YIH</b>	4,336.00
<b>Total 3210 Grants &amp; Contributions</b>	<u>4,569.00</u>
3220 Riser Accrual Account	1,810.04
<b>Total 3200 Permanent Restricted Funds</b>	<u>6,379.04</u>
<b>Unrestricted Net Assets</b>	2,479.88
<b>Net Income</b>	<u>-8,044.45</u>
<b>Total Equity</b>	<u>27,050.54</u>
<b>TOTAL LIABILITIES &amp; EQUITY</b>	<b><u>27,050.54</u></b>

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**IL District Association of Chapters, SPEBSQSA**  
**Profit & Loss**  
January 1 through August 25, 2016

	<u>Jan 1 - Aug 25, 16</u>
Ordinary Income/Expense	
Income	
5100 Event Income	
DVD Sales	40.00
Har. Found/Fest. Chorus/Brigade	889.58
Mail Registrations	70.00
Misc - Vendors & Program Ads	385.00
On Site Registrations	328.61
On Site Single Tickets	940.00
Ticket/Registration Refunds	-24.27
5100 Event Income - Other	7,000.00
	<hr/>
Total 5100 Event Income	9,628.92
5210 District Dues	14,529.20
5310 Interest Income	7.82
5490 Miscellaneous Revenue	
5491 Merchandise	
IL District Pins	30.00
	<hr/>
Total 5491 Merchandise	30.00
	<hr/>
Total 5490 Miscellaneous Revenue	30.00
5800 Special Events Revenue	
5820 Gift Revenue	228.00
	<hr/>
Total 5800 Special Events Revenue	228.00
	<hr/>
Total Income	24,423.94
	<hr/>
Gross Profit	24,423.94
Expense	
7020 Donations to Other Orgs	
IDEA	500.00
7020 Donations to Other Orgs - Other	100.00
	<hr/>
Total 7020 Donations to Other Orgs	600.00
7030 Support	
Chorus Support	500.00
Quartet Support	605.00
	<hr/>
Total 7030 Support	1,105.00
7500 Contract Services Expenses	
7540 Judging Expense	1,364.87
7550 Temp Help - Contract	3,739.68
7570 Event Meals	630.63
	<hr/>
Total 7500 Contract Services Expenses	5,735.18
8100 Nonpersonnel expenses	
8110 Supplies	30.20
8120 Awards, Plaques & Pins	121.51
8140 Postage & Shipping	446.91
8170 Printing & Copying	620.10
8180 Historian	267.99
8190 Publishing	15.00
	<hr/>
Total 8100 Nonpersonnel expenses	1,501.71
8200 Facility & Equipment Exp	
8210 Rent, parking, & other	4,874.00
8230 Storage Rental Charges	1,654.80
8260 Equipment Rental & Maint	100.00
	<hr/>
Total 8200 Facility & Equipment Exp	6,628.80
8300 Travel & Meetings Expenses	
8310 Travel	3,837.92

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**IL District Association of Chapters, SPEBSQSA**  
**Profit & Loss**  
**January 1 through August 25, 2016**

	<u>Jan 1 - Aug 25, 16</u>
<b>8320 Board Meet. &amp; Conventions</b>	
BOD Meetings	134.01
Comp Housing	5,201.28
EVP Meetings	1,229.06
President Meetings	1,023.37
VP C&J Meetings	1,585.66
<b>Total 8320 Board Meet. &amp; Conventions</b>	<u>9,173.38</u>
<b>8330 Hospitality</b>	304.05
<b>Total 8300 Travel &amp; Meetings Expenses</b>	<u>13,315.35</u>
<b>8400 Education Programs</b>	
8430 COTS/CSLT	314.55
8480 YIH Program	
Contest Prizes	300.00
8480 YIH Program - Other	1,500.00
<b>Total 8480 YIH Program</b>	<u>1,800.00</u>
<b>Total 8400 Education Programs</b>	2,114.55
<b>8500 Other Expenses</b>	
8570 Advertising & Publicity	1,454.80
8590 Miscellaneous	0.00
<b>Total 8500 Other Expenses</b>	<u>1,454.80</u>
<b>8600 Business Expenses</b>	
8610 - Corporation Filing Fees	13.00
<b>Total 8600 Business Expenses</b>	<u>13.00</u>
<b>Total Expense</b>	<u>32,468.39</u>
<b>Net Ordinary Income</b>	<u>-8,044.45</u>
<b>Net Income</b>	<u><u>-8,044.45</u></u>



## IL District Association of Chapters, SPEBSQSA Profit & Loss Budget Overview January through December 2017

	Jan - Dec 17
<b>Ordinary Income/Expense</b>	
<b>Income</b>	
5100 Event Income	
DVD Sales	40.00
Har. Found/Fest. Chorus/Brigade	750.00
Hotel Rebates/Comp Room Credits	2,500.00
Mail Registrations	500.00
Misc - Vendors & Program Ads	600.00
On Line Registrations	19,000.00
On Site Registrations	1,000.00
On Site Single Tickets	4,250.00
Ticket/Registration Refunds	-200.00
<b>Total 5100 Event Income</b>	<b>28,440.00</b>
5210 District Dues	21,000.00
5310 Interest Income	15.00
5490 Miscellaneous Revenue	
5491 Merchandise	
IL District Pins	100.00
Misc. Merchandise	0.00
<b>Total 5491 Merchandise</b>	<b>100.00</b>
5490 Miscellaneous Revenue - Other	10,000.00
<b>Total 5490 Miscellaneous Revenue</b>	<b>10,100.00</b>
5800 Special Events Revenue	
5810 Non-gift revenue	
YIH Festivals & Contests	8.00
<b>Total 5810 Non-gift revenue</b>	<b>8.00</b>
<b>Total 5800 Special Events Revenue</b>	<b>8.00</b>
<b>Total Income</b>	<b>59,563.00</b>
<b>Gross Profit</b>	<b>59,563.00</b>
<b>Expense</b>	
7020 Donations to Other Orgs	
IDEA	500.00
<b>Total 7020 Donations to Other Orgs</b>	<b>500.00</b>
7030 Support	
Chorus Support	3,000.00
Quartet Support	2,500.00
<b>Total 7030 Support</b>	<b>5,500.00</b>
7500 Contract Services Expenses	
7540 Judging Expense	8,000.00
7550 Temp Help - Contract	2,700.00
7560 Ticket Processing Fees	1,400.00
7570 Event Meals	275.00
<b>Total 7500 Contract Services Expenses</b>	<b>12,375.00</b>
8100 Nonpersonnel expenses	
8110 Supplies	120.00
8120 Awards, Plaques & Pins	1,000.00
8140 Postage & Shipping	1,000.00
8170 Printing & Copying	1,200.00
8180 Historian	1,500.00
<b>Total 8100 Nonpersonnel expenses</b>	<b>4,820.00</b>

**IL District Association of Chapters, SPEBSQSA**  
**Profit & Loss Budget Overview**  
January through December 2017

	<u>Jan - Dec 17</u>
8200 Facility & Equipment Exp	
8210 Rent, parking, & other	10,000.00
8230 Storage Rental Charges	2,700.00
8260 Equipment Rental & Maint	1,100.00
	<hr/>
Total 8200 Facility & Equipment Exp	13,800.00
8300 Travel & Meetings Expenses	
8320 Board Meet. & Conventions	
BOD Meetings	300.00
Comp Housing	8,000.00
EVP Meetings	1,800.00
President Meetings	1,800.00
VP C&J Meetings	1,600.00
	<hr/>
Total 8320 Board Meet. & Conventions	13,500.00
8330 Hospitality	800.00
	<hr/>
Total 8300 Travel & Meetings Expenses	14,300.00
8400 Education Programs	
8410 C&J Cat/Cand Schools	600.00
8450 Recordings of Contestants	1,750.00
8480 YIH Program	
Contest Prizes	300.00
8480 YIH Program - Other	4,500.00
	<hr/>
Total 8480 YIH Program	4,800.00
8490 BHS Leadership Forum	2,500.00
	<hr/>
Total 8400 Education Programs	9,650.00
8500 Other Expenses	
8570 Advertising & Publicity	3,000.00
	<hr/>
Total 8500 Other Expenses	3,000.00
8600 Business Expenses	
8610 - Corporation Filing Fees	10.00
	<hr/>
Total 8600 Business Expenses	10.00
	<hr/>
Total Expense	63,955.00
	<hr/>
Net Ordinary Income	-4,392.00
	<hr/>
Net Income	<u><u>-4,392.00</u></u>

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2016 Spring Jamboree  
**IL District Association of Chapters, SPEBSQSA**  
**Profit & Loss**  
September 1, 2014 through July 1, 2016

	<u>Sep 1, '14 - Jul 1, 16</u>
Ordinary Income/Expense	
Income	
5100 Event Income	
Har. Found/Fest. Chorus/Brigade	385.58
Misc - Vendors & Program Ads	385.00
On Site Registrations	288.61
On Site Single Tickets	940.00
Ticket/Registration Refunds	-24.27
5100 Event Income - Other	7,000.00
Total 5100 Event Income	<u>8,974.92</u>
5490 Miscellaneous Revenue	
5491 Merchandise	
IL District Pins	30.00
Total 5491 Merchandise	<u>30.00</u>
Total 5490 Miscellaneous Revenue	30.00
5800 Special Events Revenue	
5820 Gift Revenue	228.00
Total 5800 Special Events Revenue	<u>228.00</u>
Total Income	<u>9,232.92</u>
Gross Profit	9,232.92
Expense	
7020 Donations to Other Orgs	100.00
7500 Contract Services Expenses	
7550 Temp Help - Contract	3,360.00
Total 7500 Contract Services Expenses	<u>3,360.00</u>
8100 Nonpersonnel expenses	
8110 Supplies	30.20
8120 Awards, Plaques & Pins	121.51
8140 Postage & Shipping	3.56
8170 Printing & Copying	496.00
Total 8100 Nonpersonnel expenses	<u>651.27</u>
8200 Facility & Equipment Exp	
8210 Rent, parking, & other	3,749.00
8260 Equipment Rental & Maint	100.00
Total 8200 Facility & Equipment Exp	<u>3,849.00</u>
8300 Travel & Meetings Expenses	
8310 Travel	3,114.62
8320 Board Meet. & Conventions	
Comp Housing	5,201.28
Total 8320 Board Meet. & Conventions	<u>5,201.28</u>
8330 Hospitality	304.05
Total 8300 Travel & Meetings Expenses	<u>8,619.95</u>
8500 Other Expenses	
8590 Miscellaneous	0.00
Total 8500 Other Expenses	<u>0.00</u>
Total Expense	<u>16,580.22</u>
Net Ordinary Income	<u>-7,347.30</u>
Net Income	<u><u>-7,347.30</u></u>

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2015 Fall Convention  
**IL District Association of Chapters, SPEBSQSA**  
**Profit & Loss**  
January 2015 through January 2016

	<u>Jan '15 - Jan 16</u>
Ordinary Income/Expense	
Income	
5100 Event Income	
Comp Registrations	-42.00
DVD Sales	40.00
Har. Found/Fest. Chorus/Brigade	300.00
Hotel Rebates/Comp Room Credits	2,576.80
Mail Registrations	1,729.04
Misc - Vendors & Program Ads	1,718.68
On Line Registrations	10,716.34
On Site Registrations	3,116.20
On Site Single Tickets	2,885.00
Ticket/Registration Refunds	-208.98
Total 5100 Event Income	<u>22,831.08</u>
5490 Miscellaneous Revenue	
5491 Merchandise	
IL District Pins	120.00
Total 5491 Merchandise	<u>120.00</u>
Total 5490 Miscellaneous Revenue	120.00
5800 Special Events Revenue	
5820 Gift Revenue	345.00
Total 5800 Special Events Revenue	<u>345.00</u>
Total Income	<u>23,296.08</u>
Gross Profit	23,296.08
Expense	
7500 Contract Services Expenses	
7510 Chapter Convention Stipend	750.00
7540 Judging Expense	8,078.55
7550 Temp Help - Contract	2,675.00
7560 Ticket Processing Fees	629.14
7570 Event Meals	275.00
Total 7500 Contract Services Expenses	<u>12,407.69</u>
8100 Nonpersonnel expenses	
8120 Awards, Plaques & Pins	768.79
8140 Postage & Shipping	24.44
8170 Printing & Copying	963.90
Total 8100 Nonpersonnel expenses	<u>1,757.13</u>
8200 Facility & Equipment Exp	
8210 Rent, parking, & other	7,399.88
8220 Equipment Purchase & Maint	5.00
8260 Equipment Rental & Maint	664.35
Total 8200 Facility & Equipment Exp	<u>8,069.23</u>
8300 Travel & Meetings Expenses	
8310 Travel	87.60
8320 Board Meet. & Conventions	
Comp Housing	2,441.14
HOD Meetings	6.00
8320 Board Meet. & Conventions - Other	5.00
Total 8320 Board Meet. & Conventions	<u>2,452.14</u>
8330 Hospitality	262.16
Total 8300 Travel & Meetings Expenses	<u>2,801.90</u>
8400 Education Programs	
8450 Recordings of Contestants	1,900.00
Total 8400 Education Programs	<u>1,900.00</u>

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2015 Fall Convention  
**IL District Association of Chapters, SPEBSQSA**  
**Profit & Loss**  
January 2015 through January 2016

	<u>Jan '15 - Jan 16</u>
8500 Other Expenses	
8505 Gov Board	
President	317.39
Total 8505 Gov Board	317.39
8550 Credit Card Fees	86.39
8590 Miscellaneous	0.00
Total 8500 Other Expenses	403.78
Total Expense	27,339.73
Net Ordinary Income	-4,043.65
Net Income	<u>-4,043.65</u>



CEO Overview ... Page 2  
Harmony University ... Page 6  
Outreach ... Page 12  
Membership ... Page 17  
Marketplace ... Page 21  
Corporate Activities (Events) ... Page 23  
Marketing Outcomes ... Page 34  
Executive Limitations ... Page 27  
Appendices A-F ... Page 41

## CEO Report Summer 2016

### **2016 Pillars**

*Four pillars define and organize the Barbershop Harmony Society's work and impact going forward. These pillars align directly with BHS' key external outcomes:*

- 1. Through the medium of barbershop harmony, we maintain and expand supportive services for a global community of artists.*
- 2. Through the medium of barbershop harmony, we elevate artistic and leadership skills through education and best practices.*
- 3. Through the medium of barbershop harmony, we establish lifelong singing as a core community asset.*
- 4. We scale our impact by growing social enterprise, individual philanthropy and institutional philanthropy.*

## **Purpose of the CEO Report:**

The summer 2016 CEO Report, will continue to introduce a new format and approach to reporting that aligns directly with our evolving strategy and business planning process. Last fall, the Board approved the first-ever staff-produced business plan, which itself stems from the newly developed and Board-approved Pillars serving as the organizing principle for current activities.

With this edition of the CEO Report, we provide a brief narrative for all key activities, through the lens of the Pillars and the key strategies articulated in the plan. We also track and report on progress towards the Key Performance Indicators (KPIs) for each area. The six main sections of this report include:

- Harmony University
- Outreach
- Membership
- Marketplace
- Events
- Corporate Activities

For ease of narrative and understanding, key charts and tables can now be found in the Appendices to the CEO Report, rather than in the narrative.

## **CEO OVERVIEW:**

We are in the busiest time of the year, and preparing for our largest community engagement effort in the history of the Society (A Better World Singing Day) on top of executing our International Convention and Harmony University. While our year to date results have been up and down, just like every year, this year we've also taken on some large scale projects over and above our annual operations.

Current business results are both challenging and encouraging, as we are experiencing a few top line revenue challenges not encountered over the past three years. Here are the highlights:

- Revenue shortfall resulting from no full chapters attending HU Belmont.
  - Action: We have already started to advertise and fill 2017 HU-Belmont slots. The chorus "buying cycle" begins the summer preceding their desired participation date. One chorus is already confirmed for 2017 and a second group is pending.
- Budget vs actual revenue shortfall of nearly 700 International full registrations, but ahead of Pittsburgh by about 400 registrations.
  - Action: We are continuing to market and offer promotions to narrow the gap. Still a large shortfall for full registrations. Working on expense containment and acceleration other revenue sources like exhibits, program advertisements, ABWSD sponsorships, etc. , to help offset some of the shortfall.
- Key staff openings not yet filled
  - CMO - We are being patient in order to get the right person hired

- Marketplace Director/Program Manager - We hired Mark Morgan in mid June
- Membership revenues still declining, but at a slower pace
  - Action - Society membership campaigns (Lead Generation & Society Member) have started to make an impact
- Resources and negotiations - capacity management
  - Action: A new management tool (capacity sucking activities) has been implemented to manage our overall project activities, priority and dependency mapping. We have a ways to go, but this document has helped the management team manage through competing priorities and improve our delegation process
- Investments
  - Events - For the execution of A Better World Singing Day, we have hired a publicist who is bringing a lot of outside attention in Nashville and across North America.
  - Technology - The membership platform was placed on hold for the first five months due to a royalty payment system project. We took that opportunity to also change to a different contractor for the membership platform, which picked back up in June.
  - Strategy - The overall strategic planning process is going well, however external scan results from Choral Ecosystem was not as compelling as hoped. Alternatives for this phase of the work are being considered with a subset of external partners.
- Transition from AIMS to Pillars
  - The Pillars have been adopted at a much faster rate than planned.

Our most significant 2016 progress is the resiliency of the employees at Harmony Hall. The days of “we can’t” inside the Harmony Hall office walls have changed to a cadence of “we can” or “we will find a way.” Like various gears in a clock, the cadences are different, but strategically engineered to keep time. Like crafting an enjoyable concert, the repertoire selection and performance order require a unique set of cadences. Our staff is no exception. Our staff and departments/project teams have different cadences; swing, rhythmic, ballad, upbeat, jazz, etc...and we are beginning to see these emerge. Naturally, our human tendencies yearn for a faster cadence as hearts and emotions are engaged, but we know what that does to a great uptune. Have you ever experienced that? We are encouraged by these emerging cadences within Harmony Hall and our ability to maximize our impact.

There is a lot more to accomplish in 2016, but we hope this report gives you the insight into our day to day to make a determination on how are we executing against the annual plan and Pillars of the Society.



## HARMONY UNIVERSITY

### **Program Objective:**

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

### **Target Audiences:**

- *First time people (not from barbershop world)*
- *Music educators trying to incorporate barbershop into their curriculum*
- *Unfamiliar but musically trained*
- *Curious choral students and teachers*
- *A cappella music enthusiasts*
- *Barbershoppers who desire immersive barbershop training*

### **Pillars:**

- *Pillar #2: Through the medium of barbershop harmony, we elevate artistic and leadership skills through education and best practices.*
- *Pillar #3: Through the medium of barbershop harmony, we establish lifelong singing as a core community asset.*

### **Progress Towards Key 2016 Strategies:**

1. *Harmony University will focus on two key audiences with whom we can create a strategic multiplier effect that inspires the growth and increases the credibility of barbershop singing..*
  - a. *Chapter leaders and directors. A key audience because they directly influence and impact chapter health and vitality.*
  - b. *Music Educators. They can create awareness in the barbershop art form in their classroom, amongst their colleagues, in contests, through music selection, etc. Long-term, these inspired educators can also become our judges, our music directors, and make barbershop music part of their solo/ensemble literature.*

- In the second quarter, Harmony University finalized more and better (professionally edited and branded) online content. In 2015, we learned our approach to capturing online content needed significant improvement, and much of our captured content did not meet minimal levels of quality acceptability. In Q2, finalized (pending a last copyright issue with The Music Man):
- History of Barbershop 1 and 2 with Dr. David Wright; and
- Chapter Secretary videos with 8 modules (0-7) with Antonio Lombardi

The secretary videos focus on our chapter leaders audience and the David Wright videos address both audiences, These two projects added approximately **15 hours** of new online content to HU Online.

Additionally, in the second quarter, we updated the music educator materials on the website with added videos, online tutorials, and our music theory program and worksheets. We removed dead links and added **6 hours** of content.

*2. The HU team will more closely align its efforts and programs with the Outreach team to improve synergy and mutual impact.*

We are working closely with the Outreach team on our Nashville International convention, using both teams to plan and execute Saturday's "A Better World Singing Day" event.

We have added Wayne Grimmer to the Harmony University Team from Outreach. Wayne will still partner with Outreach on his A Cappella method for teachers, his work with the MET singers in Nashville, and his attendance as a content expert at ACDA and NAFME booths, but he can now look at the outdated music materials we provide online and update them. He has begun with the 4 music theory courses, our website worksheets and handouts used at both Harmony University and by online students, and has begun to overhaul our outdated arrangers manual.

Donny represented Barbershop Harmony Society and Harmony University at Chorus America National Conference in mid-June, networking with leading choral professionals.

Lastly in Q2, HU worked with Outreach to develop messaging specifically targeted at music educators. Four separate targeted marketing communications were created to guide convention (NAFME and ACDA) attendees through Outreach program activities, resources, and participatory events, including offerings at Harmony University.

*3. Program and curriculum design will focus on in-depth learning of barbershop, with more one-on-one time and focused attention than is available in any other program area.*

HU Nashville will offer 111 classes over Tuesday, Wednesday, Thursday, and Saturday.

HU Belmont will offer over 500 individual titles of classes, with 96 of them being offered Monday to Friday, and the other 400 as private lessons, lunch time electives, masterclasses, and even local quartet coaching. We will video capture Sound Management 1, 2, and 3. This class is geared towards how to improve the sound of quartets and choruses and is a goldmine of help to our directors and quartets looking for improvement and understanding of how barbershop works. Eight of our evening masterclasses will professionally video captured as well, and we will make these materials available in Q4.

HU online, in collaboration with NECAT, has almost finished the editing for our History of Barbershop series with David Wright. This material will be available during Q3. Our chapter

secretary videos will serve struggling chapters with step-by-step video help with the forms our people encounter.

Our leadership offerings have expanded with additional faculty and courses, and our enrollment has grown from 2 students to 21 with our first ever facilitator course offerings created in partnership with the Leadership OPT. [Click here](#) to see a RACI matrix of how Harmony Hall works with Leadership OPT and other key stakeholders.

4. HU will use a variety of delivery mechanisms to provide flexible access to multiple, diverse learning opportunities.

We continue to provide new delivery of barbershop materials with

- HU online video library expansion
  - An easy to find resource on our web page, all linked through the HU brand at Barbershop.org
- HU international expansion of classes
  - We offered 6 classes in 2014 and now offer 111 in 2016
- HU Belmont expansion of electives on Saturday, giving students 500 classes
  - We offered about 14 electives at Belmont/St. Joe prior to 2015. We now offer
    - 52 private arranging lessons
    - 52 private conducting lessons
    - 6 private music theory lessons
    - 25 private performance coaching lessons
    - 18 private sight singing lessons
    - 95 private voice lessons
- HU Midwinter with All Chapter chorus and classes
  - We had members of 4 of our top 5 quartets and about 80 guys in our All Chapter in New Orleans in 2015. We increased this by adding 50 guys from Westminster and 100 guys in Reno in 2016. The instruction by Justin Miller and the Westminster music team was inspirational to all the singers. Survey's came back reflecting a very positive experience that the singers could take home and inspire/lead at home.

<b><u>Key Performance Indicators (Internal)</u></b>	<b><u>Progress Year To Date:</u></b>
<i>We will demonstrate that we have increased the ways by which people can access barbershop education materials (eg- leadership, music education, director tutorials, barbershop history).</i>	<p>In 2015, we had 0 to 60 views of our 6 director tutorials. In 2016, we have over 900 to 1,200 views of each one of Larry Dodge's 16 conducting tutorials.</p> <p>Our 2015 HU warm up series has view rates of 50</p>

	<p>to 500, in 2016 we are 950 to over 3000 views per video.</p> <p>David Wright's professionally captured and edited history of barbershop 1 and 2 have been completed, and will be released shortly, pending a last copyright issue with The Music Man.</p> <p>In 2015, our website had dead links and very low view rates of our music theory pages and director tutorials. In 2016, we have already had over 600 views per tutorial, and even emails with worksheet corrections: our page is being viewed and used!</p> <p>In 2015, our district leadership requested up to date material for our chapter secretary, and we only had documents and 3 outdated tutorials. In 2016, with the guidance of Antonio Lombardi, we now have seven chapter secretary tutorials captured,edited, and ready to release.</p>
<p><i>We will demonstrate increased levels of participation for all HU-related events, in the following order of priority:</i></p> <ul style="list-style-type: none"> <li><i>First-time educators</i></li> <li><i>Chapter directors</i></li> <li><i>Lifelong learners</i></li> </ul>	<p>We have granted 108 scholarships to HU Belmont 2016 as of June 1. These are almost all first time music educators and first time chapter front line directors. We had only granted 80 by this time last year.</p> <p>22 of our music educator scholarships were referred from previous music educator scholarship winners!</p> <p>Our life long learners now have access to more collated music education help on our HU page, including help with setting up CDWI's, music theory, how to direct polecats, our Larry Dodge video's, directing patterns, and a 100 page manual of directing a BHS chorus. This information can now be found in one location at <a href="http://www.barbershop.org/education/">http://www.barbershop.org/education/</a></p>
<p><i>We will provide next level education for 20% of all new outreach engagements every year.</i></p>	<p>Because we've granted 108 scholarships to music educators and know 22 of them are from 2015 referrals, we have met the next level education for our existing outreach engagements. We also granted 8 scholarships directly from ACDA and NAFME contact booth managers as well as 18 more who responded to an email invitation to join us. After meeting with the new education director</p>

	<p>from NAFME, he has accepted Donny's invitation to attend HU Belmont 2016.</p>
<p><i>95% of BHS membership will use some form of HU education during the year.</i></p>	<p>We have published Harmony How To articles in the last 5 Harmonizers, including challenging articles about the presentation category changing to performance. We were thrilled with the overwhelming positive feedback. Our Harmonizer editor received more email on this issue and our HU story than he has recalled on any issue in his tenure at BHS. Donny was personally contacted by over 40 members who either challenged or had questions about how to use this in their home chapter.</p> <p>Our Larry Dodge videos have view rates of over 6,000 hits. Many of these views are (most likely) the same people advancing to the next lesson. Lesson #1 has a view rate of 1,396.</p> <p>Our 10 HU Warm up series videos average from 2,000 to 5,500 hits each.</p> <p>Our 4 polecat directing videos all have hits of 2,000 each.</p> <p>Our Belmont school will have over 500 students, our Reno offerings touched over 300 students, and our Nashville international will touch over 3,000 students in workshops, classes, and tag zones.</p> <p>Our Harmony University website impact is growing. In May 2015, we had 580 visits. In 2016, we had 1,526 visits.</p>
<p><i>20,000 people will access our schools and online offerings in music education for directors, music training for members and the curious, and barbershop history.</i></p>	<p>As of Q2...</p> <p>Our Harmonize articles reached 20,000 members.</p> <p>Our Livewire blog posts and articles reached 30,000 subscribers with ~10,000 opens each week.</p> <p>Harmony University website was visited over 4,000 times in Q2.</p> <p>HU Belmont 2016 will have roughly 500 students and 100 faculty, staff, and facilitators.</p>

	<p>HU Leadership Forum 2016 will have roughly 60 students and 20 faculty, staff, and facilitators.</p>
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All HU Online videos have a combined viewing count of 35,000.

## OUTREACH

### **Program Objective:**

To build an awareness of the intrinsic value of singing and provide inclusive opportunities to participate in the joy of harmony.

### **Target Audiences:**

- Music educators
- Middle school, high school, and college students
- Chapter leaders

### **Pillars:**

- Pillar #1: Through the medium of barbershop harmony, we maintain and expand supportive services for a global community of artists.
- Pillar #3: Through the medium of barbershop harmony, we establish lifelong singing as a core community asset.

### **Key 2016 Strategies:**

1. *BHS' reputation as a legitimate choral society will be enhanced by building partnerships with professional choral organizations to maximize exposure opportunities, share resources, and increase singing nationwide.*
  - a. *American Choral Directors Association (ACDA)*
  - b. *National Association for Music Education (NAfME)*
  - c. *Chorus America (see Choral Ecosystem project).*

Thanks to the efforts of Kevin Lynch and the Great Northern Union chorus, the BHS submitted an interest session proposal on intergenerational male singing for ACDA's National Conference in 2017. The Westminster Chorus also submitted an audition for performance at the same conference. We expect to hear in June the status on those opportunities.

Sherry Lewis has made excellent progress in developing the plans for our participation in NAfME's National Conference this fall. In addition to presenting 2-3 interest sessions, Dr. Jim Henry will serve as clinician for a chorus of male educators attending the conference. This chorus will be featured in NAfME's closing concert session, which will also include performances by Main Street and the Vocal Majority. Plans for significant follow-up activity at NAfME's 2017 conference are already under negotiation.

We are finalizing plans for Crossroads participation in NAfME's Hill Day on June 23, where BHS staff will join Crossroads in advocating for music education on Capitol Hill, before Crossroads receives NAfME's highest national award for their service later that evening. Additionally, Marty

and Kevin Lynch attended Yale University to participate in Chorus America's Choral Ecosystem Project. More information can be found on our blog by clicking [here](#).

Finally, this first outreach strategy has a very significant need at a more local, state, and county level that we do not have the capacity to address from HQ. Sherry Lewis is working to harness the power of our volunteer corps by certifying exhibitors and clinicians to help respond to the overwhelming requests for barbershop harmony at local music education conferences and workshops. While there is an immediate need for this support, we will take the necessary time to build this team of educated and experienced people and quality program content. . The first step of this process will take place during the Nashville convention, where we will have a booth set up in the exhibit area modeling what we typically display at music educator conferences. Sherry will schedule interviews with a handful of candidates. If you would like anyone to be considered for this program, please send their name, contact information and a brief reason for recommendation to [outreach@barbershop.org](mailto:outreach@barbershop.org).

2. *We will inspire and develop lifelong singing by:*
  - a. *Producing the Youth Chorus Festival, a choral festival that develops barbershop-related skills in music educators and delivers memorable barbershop experiences to young singers (ages 25 and under.)*
  - b. *Restaging CBQC as the Youth Barbershop Quartet Contest, a series of barbershop quartet festivals and competitions where young students (ages 25 and under) participate in memorable barbershop experiences that encourage more young people to sing.*

Since announcing our intention to experiment by opening the 2017 Youth Chorus Festival in San Antonio up to mixed and young women's choruses, we've had 35 choruses pre-register (typically we are still in the single digits of interested choruses). From the list of pre-registered choruses, we have selected 21 choruses (including one ensemble from Kenya) to participate in San Antonio based on their time of pre-registration (6 mixed, 5 young women, 10 young men). These choruses will be announced as they submit their official registration fee. The other 15 choruses have been waitlisted and invited to pre-register for the 2018 Festival.

We have invited 30 YBQC competitors to Nashville. All 30 have confirmed their invitation, including 8 quartets from outside of North America (a CBQC/YBQC record) and for the first time ever, 4 Junior quartets (under 18), making this contest sure to be one for the history books.

3. *Through our Grants Program, we will catalyze promising projects at the chapter and district levels. We will focus on:*
  - a. *Outreach projects that promote singing among seniors, youth, within communities, and among underserved populations.*
  - b. *Projects that strengthen chapters, districts, or the Society through ventures that represent new approaches and techniques within the Barbershop Harmony Society.*



The first grant cycle received 66 applications requesting \$227K. We awarded 38 of those applications, totaling \$115K. The second grant cycle, which recently completed its review and award process, received 39 applications requesting a total of \$133K. We awarded 28 of those applications, totaling \$78K. Of the awarded grants, we have over 40 youth events ranging from single-day workshops, multi-day festivals and various quartet competitions. Other awarded projects include: healthy singing classes for adult and senior communities, senior citizen performance opportunities and community chorus collaborations. **Applications that received the lowest scores from our reviewers were declined because they did not align with the appropriate grant application focus, they did not establish an appropriate need, they had an unclear project focus, or an unrealistic budget.** The outreach grants program continues to focus on encouraging applicants to evaluate their community or organization need and build their project(s) with outcomes to fill that need. **See 2015-2016 Final Report on grants results in Board packet.**

Additionally, we have contracted a professional consultant identified by the Grant Professionals Association (J. Bernard Bradley, PhD, GPC) and have been working with him to evaluate and improve our overall process, as well as the education of our applicants. Some or all of the results of Dr Bradley's feedback will be incorporated into the fall granting window. **See Consultant Report on grants process in Board packet.**

4. *We will introduce and create interest in barbershop among the general public through performance, collaboration and community engagement efforts. This includes expansion of International and Midwinter convention impact beyond the events themselves through educational tours and local outreach.*

We recently hired part-time contractor, Chad Bennett, to help facilitate our community engagement efforts through the Nashville convention. Chad is responsible for 4 main initiatives; 1) AIC/BHS partnership relations as it relates to the production of the AIC show, 2) touring the Great Northern Union around Nashville during our convention to create awareness of our "Better World Singing" Day, 3) the planning and production of the Nashville convention's Saturday Night Spectacular, 4) and recruiting and contracting talent for the 2017 Mid-Winter convention. Significant progress has been made on the Saturday Night Spectacular. Our very special trio of emcees will include Marty Monson, Deke Sharon and Dr. Tim Sharp (Executive Director of ACDA). It is our goal that, in addition to our 6,000 convention attendees, we will attract 4,000 of the local Nashville community to the show that evening. The show will showcase a number of different groups, but will feature our champ quartet Crossroads who will collaborate with the recent Grammy Award winning Fairfield Four!

<b><u>Key Performance Indicators (Internal)</u></b>	<b>Progress Year To Date</b>
<p>The overriding KPI measurement for Outreach is a “share”, which is an external point of contact defined uniquely for different program activities. The KPI goal for 2016 is 80,000 shares.</p>	
<p><i>We will achieve 20,000 shares through Advocacy and Partnerships. Defined as individuals or organizations who are introduced or influenced through an advocacy or partnership program and form a reciprocal relationship with BHS.</i></p>	<p>3,739 shares to educators accepting materials at MMEA, TMEA and SWACDA, as well as materials sent to NY, AZ and OR MEA Conferences</p>
<p><i>We will achieve 10,000 shares through Lifelong Singing activities. Defined as YCF and YBQC participants. This measure does not currently include non-member audiences and personal contacts of the participants.</i></p>	<p>513 shares to the participants of the 2016 Youth Chorus Festival in Reno, NV  In addition to paid purchases of the webcast, 283 FREE webcast subscriptions were used via the .edu promotion -- potentially reaching many multiples of viewers if shown in classrooms. This is an an increase over approximately 180 .edu subscriptions to the 2015 YCF.  <b>65,972</b> YouTube views on YCF- related content: Chorus performances <b>36,598</b>   Other vids 16,714   Chorus previews (made by the performers) <b>12,480</b>. Some views were Barbershoppers, but a substantial number are friends, family, and schoolmates of performers. This is a dramatic increase over the 12,000 views of the previous year’s videos, which were released in dribbles over the year.</p>
<p><i>We will achieve 25,000 shares through the BHS grants program. Defined as both the participants in, and the audiences of, grant-funded activities.</i></p>	<p>2,460 shares (of a projected 34,499 based on the awarded projects in the first grant cycle) to participants of outreach events supported by grants</p>
<p><i>We will achieve 20,000 shares through Community Engagement activities. Defined as including one on one conversations, active or passive program participation, email inquiries, hits/likes on social media platforms, and referrals</i></p>	<p>630 shares to participants of the educational tours through Reno, NV and Nashville, TN in advance of our conventions in those cities. With the recent departure of Carlos Barillo, we have not developed this KPI further in his absence, but intend to resume activity in this area in the weeks leading up to and during the Nashville convention and beyond.</p>

*We will achieve 5,000 shares through Integration & Inclusion projects. Defined as including non-BHS participants in Choral Arts Link Collaboration, Harmony Curriculum Development, and other local outreach to the Nashville community.*

1,537 shares to the audience of Choral Arts Link's MLK Day performance, as well as educators who are interested in beta testing Wayne's A Cappella Harmony Method. Wayne Grimmer recently transitioned to the HU team, so this focus area and KPI will be redefined immediately after the Nashville convention.

## MEMBERSHIP

### Program Objective:

To attract and retain an engaged and diverse intergenerational membership impassioned to educate and enrich lives through the medium of barbershop harmony.

### Target Audiences:

- BHS Members and Associates
- Congenial men of good character who love harmony in music or have a desire to harmonize
- Music educators
- Music students
- A Cappella groups
- Current Harmony Marketplace Customers
- Anyone with an appreciation for music

### Pillars:

- Pillar #1: Through the medium of barbershop harmony, we maintain and expand supportive services for a global community of artists.
- Pillar #4: We scale our impact by growing social enterprise, individual philanthropy, and institutional philanthropy.

### Key 2016 Strategies:

1. *We will increase member/customer satisfaction as a result of fewer voicemails, more rapid response time to inquiries, and an easier to navigate website with little customer service input.*

Building on our 2015 successes, in 2016, we will be working on four different goals to increase customer service. In Quarter 1, we reduced the amount of time it took us to process years of service update requests from 90 days to less than 30 days, with 97% compliance. The average time to process a request was reduced to 12 days. In Quarter 2 we are tackling the usability of the shop.barbershop.org website via the following tasks:

- Verifying complete listing of learning track to sheet music related products
- Adding no less than 4 common search words to each item
- Editing descriptions on website (including removing any remaining references to arrangers fees)

Later in the year, we will focus on youth protection procedures with insurance and assisting other program areas with fewer email forwards.

2. *We will drive retention and growth through the rollout of the Society Membership program.*

- a. *Phase 1, soft-launched in 4Q15 and supported in 1Q16 with a marketing campaign, will be focused on retention of current members for whom a chapter or district affiliation is not a value driver.*
- b. *Phase 2, launched in 2016, will focus on reactivation of a portion of the 90,000 lapsed members.*

As of the end of May, we have 156 folks who are members of the Society without a district or chapter affiliation . This does not include the 73 people who have filtered through the Society to end up in a district or a district and chapter since October 1, 2015. We have begun Phase 2 with our Lead Gen project which launched late April. We sent different versions of an email communication to upwards of 14,000 of the 90,000 lapsed members in our database, attempting to draw them back in with the new option. Customer Service followed up with phone calls to a portion of those that opened the email. We will expand our reach further with our efforts to attract new members at the International Convention.

3. *We will increase the perceived member value proposition by profiling and promoting how Barbershoppers create their own unique ways to participate.*

We have engaged Volunteer Project Coordinator Peter McBride to leverage a volunteer team to accomplish our “12-Month Orientation Project.” This project will help identify all the various ways to participate within the Society that generates a FUN factor and encourages membership retention beyond just the chapter experience (eg judging, arranging, quartetting). He and an as-yet-to-be-identified team will help staff put together an introduction to barbershop. Working off the internal project plan, Peter has developed a Project Charter which was approved. He is in the process of developing his own project plan with the entire project set for completion in Quarter 4.

4. *We will develop proactive two-way member education/awareness campaigns based on member profiles.*

Part of the Lead Gen campaign involves follow-up phone calls from the Customer Service team. We have already implemented this with the first round of contacts. In a short amount of time we were able to have conversations with 62 folks of which 67% would consider rejoining the Society, and 58% were welcomed back into our orbit via LiveWire subscription. Everyone on the Customer Service team had great conversations which provided essential feedback to shape the rest of the Lead Gen campaign. The future of two-way communication will require a more integrated membership system with possible CRM capabilities. Membership has also created opportunity at International-Nashville for people to inquire about membership and sign up on the spot for a Society membership.

5. *We will focus on the “middle 80%” of members with increased marketing touch points beyond the chapter experience. Merchandise, events, services, and overall connection with the mission and impact of the Society.*

This strategy is accomplished in 2016 by focusing on members in their first year with the 12-month intro to barbershop. As before, our plan is to contact a new member no less than once a month via mail, email, social media, phone calls, video marketing, or program highlights in order to let them know what it means to be a barbershopper and what's going on in the barbershop world. Should we see the results we expect, an additional project can be considered to expand these frequent communications with a comparable campaign beyond the first year.

6. *We will leverage other program areas (especially HU and Outreach) to build the membership funnel for new members.*

The plan to accomplish this strategy remains the same: We will be leveraging the other programs in the 12-month orientation project by introducing each BHS program area. The first year will focus on what each program is contrasting with a possible second year and beyond which would focus on what each program is doing now. We are creating a "booth set-up" to be introduced at the 2016 Nashville International Convention; it could then be used for Outreach and HU events going forward as staffing permits. It will include a banner and a ¼ page double-sided handout. On one side is info on what Barbershop is for the non-initiated, on the reverse side is info on joining at the booth and a url to the "Join Us" video and online application. We could staff with existing program staff, or assess the possibility of having additional staff just for a separate booth. This expanded strategy necessitated additional marketing support from a contractor.

7. *We will leverage current channels and vehicles to improve the presentation of a strong member value proposition. Includes revamped marketing materials, pie chart of dues breakdown, etc.*

Improving the communication touch points members receive from headquarters over the life of their membership has been an objective for well over two years. We had been actively working since December 2015 on updating the majority of our membership materials to move them from invoices and instructional documents to something that better represents the relationship with the member and incorporates our branding. We successfully created or updated fourteen membership, associate, and quartet communications (emails and mailed pieces) to include branding, graphics, and additional touch points (See Appendix E). For the first time, we are contacting folks *after* their membership has expired. This initial massive overhaul will now be replaced with annual tweaks and updates and is on the Marketing Team's calendar for every November. We have already tabled some updates due to capacity which we will hopefully tackle later this year (welcome pamphlet, associate flyer, different messaging based on age or tenure, etc.) . Those updated materials were first sent at the end of April; we will track the progress of member, associate, and quartet retention to gauge the impact.

In addition, we rolled out a brand new quartet section to the website this quarter increasing our value to members ([www.barbershop.org/quartets](http://www.barbershop.org/quartets)). This area of the website (all accessible via one landing page), serves dual purposes of being a one-stop shop for all possible needs of an existing quartet and enticing those not in a quartet to consider joining one.

8. *We will work towards gaining clarity on key dynamics driving chapter development and the appropriate roles of Harmony Hall, Districts and the chapter, coordinating closely with the Healthy Chapter Initiative team.*

With the departure of Dr. Duane Gunn, limited progress was made on this. Beyond creating and dissolving chapters, our support in updating the leadership training materials for chapters in the document center, and meeting with Duane’s replacement, the incomparable Antonio Lombardi, we will focus on this strategy more in the latter half of the year when he is a full staff member.

9. *We will continuously elevate the FUN! of being a Barbershopper.*

This doesn’t change as it permeates everything that we do in all the other strategies. It informs our decisions to take more of the administrative work off a member and point them towards the other program areas (Events! Harmony University!) so they can do more barbershopping. We seek less struggling to reach a live person, sterile communications, paperwork to create a chapter, or inability to find what you are looking for online, and more barbershop videos, articles, and heartfelt informative letters each month.

<b><u>Key Performance Indicators (Internal)</u></b>	<b><u>Progress Year To Date:</u></b>
<i>We will achieve a 70% retention rate in the second year by 2017.</i>	2012 – 67.5% 2013 – 68.4% 2014 – 69.1% 2015 YTD – 62% (represent 5 months of data) May 15-16 - 64% (represents 1 full year)
<i>We will have a total membership of 22,000 or higher (rolling indicator that will be refined over time).</i>	No Grace – 20,931 3 Months Grace – 21,858 6 Months Grace – 22,496

Starting on March 16, 2016, membership numbers were measured on Wednesdays. Data was pulled for the given day and for all previous Wednesdays (ie, what are the member numbers as of given date). In this manner, membership numbers can be pulled on June 8th for June 1st, May 25th, etc. The graph showing how the membership on any given day changes over time can be seen in Appendix E. When membership numbers were measured on March 16th, they were 21,047. When they were measured again on June 8th for March 16th, they were 21,540. This is mostly due to the culture we have cultivated allowing up to 6 months grace period for late renewals. The gap you see in the graph after March 30th represents the large number of folks who still expire on March 31st as a result of the historical practice of grouping expiration dates together (at one time quarterly). A similar gap will be seen when we pass June 30th. A breakdown of these numbers by district can be seen at the beginning of each month in the EOM report [here](#). A snapshot of that report as of May 1st can be seen in Appendix E. Also contained in that report is a list of the leads generated by the online application to the Society including contact info. A graph showing the progress of our Society members since October 2015 can be seen in the Appendix E.

## MARKETPLACE

### **Program Objective:**

To be the world's market leader, creator, and provider of barbershop music, merchandise, & media.

### **Target Audiences:**

- BHS members and Associates
- Music Educators
- Barbershop/A Cappella Music Fans and Consumers
- General Public

### **Pillars:**

- Pillar #1: Through the medium of barbershop harmony, we maintain and expand supportive services for a global community of artists.
- Pillar #2: Through the medium of barbershop harmony, we elevate artistic and leadership skills through education and best practices.
- Pillar #3: Through the medium of barbershop harmony, we establish lifelong singing as a core community asset.
- Pillar #4: We scale our impact by growing social enterprise, individual philanthropy, and institutional philanthropy.

### **Key 2016 Strategies:**

1. *We will launch new products with high appeal to our target audiences.*
  - a. *Three major launches: International, Midwinter, Labor Day*
  - b. *Major promotional offer for Cyber Monday*

The ramp-up to the Nashville Convention is nearly complete. We will have about 40 new products that will release in Nashville. This includes new merchandise options for glassware, apparel and music. We will also be adding to the convention apparel as a test to see if more than one style of convention tee will sell. The vintage quartet tees will be available with three new shirts for Fred, Crossroads and Storm Front.

2. *We will continue an aggressive sheet music release pace and strive for more predictability of popular song releases*

The addition of Scott Harris as our new Arranger & Repertoire Manager has been fantastic. We are slated to release two music folios at the convention - Yuletide Favorites Vol II (in our backlog



for two years) and Nashville: Barbershop Style. The Nashville: Barbershop Style folio will be a new type of item we release where five of the eight charts will only be available in the folio and not as individual sheet music. We are also releasing new charts at the convention which will be debuted again on the stage during the convention.

Mr. Harris has also implemented a new quarterly pitch meeting with a select team within Harmony Hall. This is meant as a check and balance type of event to review his song selections and plan their releases six to twelve months in advance.

3. *We will invest in equipment to improve back-of-the-house efficiencies and drive profitability and customer service.*
4. *We will invest in processes that improve back-of-the-house efficiencies and drive profitability and customer service.*

We continue to see improvement in our cycle times with an average time of 25 hours - a 12 hour improvement versus Q1 of 2016. We hired a new Marketplace Director/Program Manager, Mark Morgan. Justin Gray was promoted to Warehouse Manager to help us focus on the day-to-day warehouse operations. This will give us the latitude to have the new Marketplace Program Manager full-time in a management position to oversee and direct the program. Justin's contributions are already having an impact on the warehouse team. He has help streamline data entry, pricing adjustments, missing products, etc. More importantly, Justin has helped solidify the warehouse team by cross-training and his approach.

5. *We will refine website marketing strategy and product mix to improve user experience resulting in higher sales (more descriptions and standards for product specs, staff reviews, editor's choice, "just get started", top charts, regular vs. specialty products, etc.)*

Working in conjunction with the Customer Service team, we are continuing to improve the product descriptions and related products. See Membership Program Q2 report for specific initiatives. The Marketplace program is still operating without a marketing resource. We are awaiting the hire of the CMO before filling that role.

6. *We will address and gain clarity on several key strategy questions, including: the role of the Marketplace as a member service/benefit versus a profit arm for the Society; role of District Shops program; future Hal Leonard and similar partnership opportunities; wholesale business; role of ASCAP/BMI issues; sales of mp3s as part of digital strategy.*

We implemented the new District Shop program throughout Q1 & Q2 with some success and a few communications hiccups. We delivered \$14,510.04 in goods to the 5-6 Districts who participated under the new program with significantly less staff involvement and zero returns.

<b><u>Key Performance Indicators (Internal)</u></b>	<b><u>Progress Year To Date:</u></b>
<i>250,000 total number of units distributed. This is a key benchmark of total reach of marketplace.</i>	68,734
<i>Operate at least 40% gross margin on all products.</i>	53%
<i>Average Order-to-Ship (Cycle Time) ≤ 36 hrs or 1.5 days.</i>	25 hrs. - 1.05 days
<i>Merchandise inventory turn-over ≤ 6 months.</i>	Merchandise inventory turn-over as of 1Q'16 was 272 days, which is below our targeted KPI. We will continue to review inventory levels, which are substantially improved year-over-year, to determine the optimal level factoring working capital demands and staff management resources.

**EVENTS (DUSTY)**

<p><b><u>Program Objective:</u></b></p> <p>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.</p> <p><b><u>Target Audiences:</u></b></p> <ul style="list-style-type: none"> <li>● BHS Members and Families</li> <li>● Close harmony enthusiasts of all ages &amp; demographics</li> </ul> <p><b><u>Pillars:</u></b></p> <ul style="list-style-type: none"> <li>● Pillar #1: Through the medium of barbershop harmony, we maintain and expand supportive services for a global community of artists.</li> <li>● Pillar #2: Through the medium of barbershop harmony, we elevate artistic and leadership skills through education and best practices.</li> <li>● Pillar #4: We scale our impact by growing social enterprise, individual philanthropy, and institutional philanthropy.</li> </ul>
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**Key 2016 Strategies:**

1. *We will deliver content during our events that will appeal to all attendees with a focus on participation.*

We have several events that are being planned for the Nashville 2016 International Convention that will include participation:

- Over 100 Harmony University Sessions
- Gospel Sing
- MEGAsing at Walk of Fame Park
- Sunday Church Service
- Youth Tag Room
- AHSOW / Harmony Brigade / Harmony Platoon Sessions
- Informal Singing / Chorditoriums

2. *We will engage the local community in advance of each event.*

2016 YBQC finalist, Flightline, toured several schools in the Nashville area to expose them to Barbershop and inform about the convention. We have contracted a publicist to help us reach out to the local community. A featured article in the Tennessean (leading Nashville newspaper) was released about A Better World. Singing. Day. Nearly 500 locals have already signed up to participate in the day-long activities and the FREE show on Saturday evening.

The Great Northern Union chorus has worked with Chad Bennett to secure several free community performances to share harmony and promote the ABWS Day events. This is a pilot effort for a major chorus to attend the convention for the sole purpose of community awareness and goodwill, and we hope it will become a model that others emulate.

3. *We will provide memorable, "can't miss" experiences at each convention.*

Several events for the Nashville 2016 International Convention will prove to be "can't miss".

- The YBQC contest at the Schermerhorn Symphony Center will showcase our future stars in the best possible venue. The MC for the contest is co-founder of Take 6, Dr Cedric Dent.
- A CD Release event on Tuesday night will feature various quartets and provide an opening party for our attendees.
- The Saturday Night Spectacular feature Deke Sharon, the Fairfield Four, Crossroads, Dr Tim Sharp (ACDA) and other performers should prove to be memorable.
- Of course, the highlight of the week will still include the best choruses and quartets in the world battling it out for the top prizes.

4. *We will continue to improve production value for shows and contests.*

We are continuing to push the envelope on what live a cappella music can be. From the acoustic hall of the Schermerhorn, to the new LED backdrop at the Bridgestone Arena...we are leading the way in how Barbershop should be presented to a live audience.

<b>Key Performance Indicators (Internal)</b>	<b>Progress Year To Date:</b>
<i>Attendance target for Events &amp; Conventions at or above budgeted amount</i>	Int'l 2016 (Nashville): See Appendix B
<i>Increased satisfaction levels among attendees using survey results</i>	Nashville 2016 will be measured in Q3.
<i>Increased community involvement/awareness in our convention cities</i>	<p>We are involving the Nashville local community with our "A Better World Singing Day" activities: Gospel Sing, Outdoor stage, MEGAsing, Sat. Night Spectacular etc.</p> <p>We are engaging the local military community in San Antonio in prep for the 2017 Midwinter Convention.</p>

*See Appendix B for the current registration report.*

**CORPORATE ACTIVITIES:**

*Harmony Foundation International (HFI) Partnership:*  
*We will continue to build a strong symbiotic relationship with our key philanthropic partner by:*

- *Increasing alignment between BHS programs and HFI's areas of giving interest;*
- *Presenting a clear, specific menu of funding opportunities and program descriptions;*
- *Coordinating with and leveraging HFI support in our pursuit of external institutional funding; and*
- *Using BHS vehicles, including marketing and event platforms, to supporting HFI donor development efforts towards BHS members.*

The relationship between the two organizations continues to improve. As HFI and BHS continue to grow and expand our respective employee resources, key enhancements to marketing and communications is critical. HFI hired their first Director of Communications, Connie Harris. She has been a wonderful addition and attends the BHS weekly marketing meetings. There are a number of areas this is helping both organizations but the annual report development stands out. Collaborating to produce alignment to message, data points and overall development will really help our membership and donors understand why, how and what we are doing collectively to make a difference with the funds raised for HFI and BHS programs. You will see these results later this summer as we produce our individual annual reports.

As a result of the effective BHS board retreat, our long-term development planning between HFI/BHS is beginning to take shape. Understanding our short term business drivers has been successful over the past four years, but we are lacking a long-term understanding of the program to fundraising strategies to ensure we are on the same page. Kevin, Clarke and Marty have met to discuss this project and how it is incorporated into the overall BHS strategic planning process.

Partnership Development and Advocacy:

- *We will deepen relationships with other choral and arts organizations, towards two goals:*
  - *Developing collaborative programs and initiatives that leverage BHS' membership and chapter footprint; and*
  - *Advocating on behalf of a strong choral arts ecosystem.*
- *Current partnerships under development include:*
  - *American Choral Directors' Association (ACDA)*
  - *Regional and State Music Educator Associations*
  - *National Association for Music Education (NAfME)*
  - *Chorus America*
  - *Association of International Champions (AIC)*
  - *Sweet Adelines International (SA)*
  - *Barbershop Harmony Society Affiliates*
  - *Harmony Inc.*
  - *National Museum of African American Music*
  - *Choral Arts Link*
  - *Metro Nashville Arts Commission*
    - *Nashville Choral Consortium*
  - *Hal Leonard Corporation*
  - *GALA Choruses*
  - *Association of Performing Arts Presenters (APAP)*
- *We will continue to evaluate deeper relationships with key potential business partners. Currently in discussion with:*
  - *Eventbrite*
  - *Groupanizer (Chapter support)*

1. NAfME CEO/Executive Director, Michael Butera, resigned after concerns about his statements regarding inclusion and diversity - Michael Blakeslee has been promoted to CEO/ED and has been with the organization for over 25 years.
2. Interviewing singers and community choir board members prior to Marty and Kevin's attendance at the Yale Choral Ecosystem, April 8 & 9 (Chorus America), the official report of event will be made available to BHS in June.
3. Launched marketing efforts for two AIC shows during Nashville convention, the results to date reflect roughly 100 local Nashvillians ordering tickets to the AIC show which according to our publicist and venue marketing team - locals don't typically purchase non-subscription events (and unknown) until 1-2 weeks prior to the event.

4. Attended Americans for the Arts - Arts Advocacy day in DC and captured a lot of excellent data points being used across the country for further expansion of the visual and performing arts.
5. Strategic meetings with Hal Leonard executive and management teams resulting in expanded distribution, partnering at state/regional educational conventions. After several negotiations, the 1996 agreement between Hal Leonard and BHS was, again, extended in its current state through the end of 2017..
6. Eventbrite Services Agreement signed -- in April, we entered into a three (3) year agreement with Eventbrite, an online ticketing solutions provider, to replace Tix as our ticketing partner for Society events starting with the 2017 Midwinter Convention in San Antonio. The benefits of this new online solution is greater flexibility and seating selection for BHS's events, discounted processing fees and fee caps, and the scalability of the Eventbrite solution and negotiated pricing for all BHS chapters and districts. The service will allow expanded cross-marketing services and promotions as well as better real-time visibility on registration and sales. For events that are not fee-based (e.g., Harmony Hall tours, Category Schools, Leadership Forum), there are no service fees. We will be going live in Nashville with San Antonio registrations. We will be working to convert districts and chapters that may currently use Eventbrite under our negotiated rates. Thereafter we will work with chapters and districts to educate on event planning options available to help drive operational efficiencies and discounted pricing for event planning.
7. SAI's Kelly Bailey resigned to pursue a consulting career - in the meantime, Tammy Talbot has resumed the position of acting CEO until a replacement has been identified.
8. Affiliate agreement and annual memorandum's have been sent to all Affiliates as of the beginning of June - in addition, a number of additional services (insurance, music clearances, etc) have been identified to be discussed during our Affiliate meeting in Nashville, July 9.
9. Harmony Inc, - Worked with Christina Lewellen to provided two Music Educator scholarships for Harmony University - Belmont
10. NMAAM - we continue to offer up storage space for their museum's archives as they await the final plan from the developer of the old Nashville convention center which isn't expected to be announced until the end of the year.
11. Choral Arts Link - an agreement between BHS and CAL has been executed and will result in additional Nashville singing programs for underserved middle school students - this is a two year agreement of \$5000 each year that will allow for a full year of instruction for two school year programs in two Nashville neighborhoods/middle schools - a press release is being prepared for release during Nashville Convention.

Staffing:

*We will be on-boarding three new roles, representing additional capacity, in 2016:*

- *Chief Marketing Officer (to be hired) — focused on membership growth, attendance at events, and greater visibility for our marketplace and outreach shares*
- *Manager, Chapter Leadership Education (Antonio Lombardi) — focused on advancing the Healthy Chapter Initiative*
- *Chief Strategy Officer (Kevin Lynch) — focused on developing a disciplined planning culture*

*focused on impact and outcomes, and long-term institutional funding efforts*

With the resignation of Duane Gunn, we are pleased to welcome Antonio Lombardi to the position of Manager of Chapter Leadership & Education. Antonio has jumped right into preparation of the Leadership Forum, and is quickly transitioning from his District duties to BHS. More of Antonio's initial projects are captured in the Harmony University and Healthy Chapter Initiative sections of the report.

The status of the CMO position continues to remain unfilled. After the failed attempt to fill the position via the traditional application process, we've continued to interview various individuals. Most recently we've been in discussions with a local Nashvillian that looks promising. If this individual doesn't result in a hire, then we will engage a recruiting firm to find the best candidate for the job.

#### Strategy Development

- *We will launch an 18-24 month zero-based process to produce the Society's first long-range strategic plan in many years. The process will be CEO-led, supported by the CSO and BHS staff, with Board oversight.*
- *We will continue to develop the Strategic Philanthropy Architecture project, which is designed to prepare BHS to pursue substantial institutional philanthropy opportunities.*
- *We will play a leadership role (partnering with ACDA, Chorus America, and Yale University) in the Choral Ecosystem project, designed to document the current state of the choral environment in the United States, and build collaboration and synergy between all sectors of the choral world.*
- *We will develop methods for evaluating external outcomes across BHS programs.*

The Choral EcoSystem Forum at Yale, April 8-10, was attended by 25+ choral leaders. The primary benefit was in building relationships and finding common ground among the leaders in attendance. The actual mapping of the eco-system was not delivered at as high a level as we expected. We are exploring the possibility of pursuing the mapping project in partnership with ACDA.

The Board met for its strategic planning retreat May 13-15 in Nashville. It appears that everyone felt it was quite a productive session, revealing more alignment among the Board than perhaps anyone would have expected. Marty and Kevin are receiving Elizabeth's final report on June 7. We are inviting Elizabeth to join the Board meeting at International to briefly present her report.

The Member Survey was launched mid-May and will be open until June 20. At this writing we have over 2000 replies.

Cultural Data Project launch date is targeted for August 15.

We are coordinating the communications plan for strategic planning with the marketing team. A [primary blog article](#) communicates the broad outline of the process. This is augmented by weekly

pieces in LiveWire (currently promoting the survey), Marty's column in the May-June Harmonizer, and a feature article in the July-August issue.

We are working with SPC to recruit one or more millennials to join the SPC.

Healthy Chapter Initiative:

*This project will develop and test strategies for strengthening the overall health of the communities of artists that comprise the BHS chapter structure.*

*See Harmony University for further detail.*

In Q2, Antonio Lombardi was hired as the new Manager of Chapter Leadership & Education, to facilitate the Healthy Chapter Initiative.. Antonio, with input from Harmony Hall staff and Leadership OPT, designed the agenda for the 2016 BHS Leadership Forum and further planning is underway in preparation for July 2016. The team continued the implementation of a "beta" chapter assessment model assisting chapters in completing a self-examination based on membership, finances, shows, chapter governance, music, and outreach. In an effort to provide ongoing training for our chapter leaders, eight training module videos were completed for Chapter Secretaries and will be available online this summer. Finally, we are looking forward to certifying a group of facilitators at the upcoming Harmony University who will be available to assist districts and chapters beginning in late fall 2016. For more detailed reporting on the efforts of Leadership OPT, specifically, see Appendix F.

Inclusion and Integration:

*We recognize that substantial further efforts are needed to affirmatively expand BHS' community and culture beyond its current demographic core. In 2016 we will develop a more substantial I&I plan based on deep listening and collaboration with the Cultural Ecosystem project of Metro Nashville Arts Commission.*

A staff paper on our Inclusion and Integration was discussed at the 4/17 Board meeting. We have prepared a prospectus for an Inclusion OPT and are in the earliest stages of identifying volunteers. We are planning two reflective half-day conversations on inclusion and diversity — one with staff in October, and one with the Board at the November Board meeting.

Governance:

- *We will continue to work towards greater role clarity within all the governance structures throughout the organization. The strategic planning and engagement process will help drive identification of key customers, stakeholders and responsibilities.*
- *We will report to stakeholders via our Annual Report. The 2016 Annual Report will incorporate feedback received from our first effort in 2015.*



See **Appendix D** for a Pillar Adoption & Integration timeline. To continue progressing along this timeline, in Q2, a WebEx was shared with the DPs and EVPs on the Pillars, strategic planning process, and overall business planning for 2017. Also, on April 4, the Strategic Planning Committee met in Nashville to prep for the May strategic planning Board retreat. The SPC also got to meet the facilitator, Elizabeth, and detailed how and why information would be collected from specific stakeholders.

In Q2, we finalized the 2015 annual report. We successfully completed the following objectives around this project based on what we learned from our first annual report in 2015:

- Created a more robust, visually appealing (more infographics) and compelling annual report compared to 2015
- Began to integrate the Pillars and DP Council activities into the reporting (gold medal moments)
- Connected the dots with HFI and how both organizations work together to achieve our collective mission
- Serves as the main Harmonizer article but also can live separately for distribution in local communities and outside (BHS) stakeholders
- Provides annual review that translates to both chapters and the external arts community
- Included more comprehensive financial overview with established 2015 baseline
- Addressed challenges head on (not everything is rosey) and future opportunities for growth

Systems Upgrades:

*We will continue an organization-wide effort to rationalize and improve underlying business processes and systems. These efforts will yield greater efficiency/capacity, scalability, improved customer service and responsiveness, higher marketing results and better overall business intelligence. This is a three-year (2015-17) phased project, which will require regular maintenance even after all four phases are complete:*

- *Phase 1 (Complete)*
  - *Web Store Platform — Migrated the BHS website platform (Joomla) and eCommerce (Americommerce) platforms to one shared platform using WordPress and CS-Cart.*
  - *Great Plains Upgrade — Updated our accounting software 4 generations from GP 2010, which was no longer being supported, to GP 2015.*
- *Phase 2 (Completion by YE 2015):*
  - *Great Plains Financial Module Upgrades, Integration Manager Build Out and Automated Royalty Accounting.*
- *Phase 3 (2015/2016):*
  - *Membership Database — Software development for the system that will replace the membership portion of Aptify/eBiz.*
- *Phase 4 (2016/2017):*
  - *Enhanced contest and CJ20 process and software*
  - *Continued automation and streamlining marketplace point of sale systems for Events*
  - *Continued roll-out and implementation of the membership software decoupled from Aptify/eBiz*
  - *Implement more automated chapter invoicing and payment processes to direct deposit into district/chapter accounts and minimize check issuance*

- *CRM system to act as central data repository regarding key stakeholders and prospects (outreach participants, music educators, etc.), manage and promote their engagement, and expand marketing reach.*

Due to issues with our product configurations in GP 2015, we were forced to abandon the Eclipse platform for royalty processing and accounting. We were forced to immediately develop and internal system to compute and report on royalties for copyright holders and arrangers due to contractual obligations. This forced our efforts on the membership system to be redirected to this immediate need. We were able to get payments out in a timely manner and still have some work to do to fully automate the system.

The new membership platform progress was delayed due to this, along with further issues related to the contractors. We terminated the relationship with the initial contractor and began a new search to find a developer to come in and finish the remainder of the project. The new developers have been retained and the project is in the process of resuming. In addition, we were fortunate to find a developer from within the Barbershop community to minimize the learning curve and understanding of our processes and culture.

*Marketing and Branding:*

- *The marketing function within BHS continues to grow, and now require a seasoned marketing veteran who will help us develop, execute and report on the impact of all our marketing efforts. Hiring a Chief Marketing Officer is targeted for 1Q16.*
- *Over the last several years, BHS has developed a brand architecture with several tag lines and logos directed at various audiences. In 2016, we will be working to develop one brand, that works across all audiences with one voice.*

The initial CMO search didn't result in a hire. In the meantime, Marty is still acting manager of the marketing team. The Saturday events of our international convention are being branded *A Better World Singing Day* to be marketed to the local Nashville community. A local publicist has been secured to help us with this local awareness campaign.

*Management Processes:*

- *Operational planning:*
  - *2015 was the first year BHS used a program structure and developed program plans for each program area in early 2015. Progress against plans has been monitored through organization-wide quarterly update meetings.*
    - *Based on these learnings, improvement is needed in aligning ambitions to capacity.*
    - *Continued emphasis will be placed on advancing the program/product management skills of employees who come to BHS with outstanding artistic and creative skills*
  - *For 2016 the process has been accelerated with the development of plans in*

*4Q15 and consolidation of those plans into this Business Plan and alignment with the budgeting cycle.*

- *In 2016 and beyond we intend to add further discipline to this process by aligning with the Strategic Planning Processes discussed earlier. We will also study possible adjustments to departmental structures and reporting relationships based on the “Pillars” structure.*
- *Other management processes:*
  - *We expect to begin 2016 with a fully functioning Executive Team including:*
    - *CEO, Marty Monson*
    - *CFO, Erik Dove*
    - *COO, Chip Gallent*
    - *CSO, Kevin Lynch*
    - *CMO, (to be hired 1Q16)*
    - *supported by Director of Projects, Erin Harris*
  - *Organization-wide, we will continue to train staff on project management disciplines and use the Director of Projects role to drive team alignment to overall BHS plans.*
  - *We will continue to use technology to power efficiencies and alignment, for example:*
    - *Basecamp as a vehicle for project management*
    - *Master scheduling calendar*
    - *Ongoing measurement of available project capacity days.*

We continue to incorporate the business plan into ongoing operations and are disciplined to what we say we are going to do. We are also noting changes we'd like to see in our 2017 business plan. In our Q2 results/Q3 planning meeting, program managers voiced their needs/wants/dreams for 2017. This was in anticipation of having a 2017 draft business plan complete by the end of August/beginning of September.

The Executive Team has used the capacity management spreadsheet to continue building our pipeline of project ideas while focusing on the highest priorities. These priorities are then shared on a monthly basis with staff. Those priorities in the second quarter included:

- Member Satisfaction (baseline) Survey
- Great Plains/CS-Cart Integration
- Lead Gen Project
- HU Online (Phase 1)
- A Better World Singing Day
- Leadership Forum Transition
- Harmony Method Project
- Strategic Planning Process
- 12-Month Orientation Project

As an organization, we now have multiple project management templates and tools (project

charter, project plan, statement of work, project management training guides, project idea intake process). The Director of Projects uses a quiz and monthly incentives to provide ongoing education on efficient planning and project management.

In Q2, we continued to pilot Basecamp 3 to see if it was a tool that we'd want to use in 2017. The Director of Projects is in conversations with and testing additional project management platforms from Projectplace, Project Insight, Trello, and dapulse.

Lastly in Q2, we began working with our Volunteer Project Coordinators in the field. We recognize the importance of leveraging our volunteer core for increased organizational capacity and engagement by members. This new relationship is our pilot attempt at creating project management best practices in the field, which is a stark contrast to the committee structure of the past. The first piloted project is the 12-month Orientation Project. We will use this project as a learning ground to inform ongoing and emerging projects conducted by the field and led by Volunteer Project Coordinators.

#### Shared Services

- Discrete outcomes
  - As we align programs to outcomes around the Pillars structure, one result will be the discovery that certain BHS activities and staff that had been considered purely “shared services” supporting BHS programs are actually delivering discrete outcomes independent of program support.
  - As these outcomes are discovered and highlighted it will inform budgeting, funding, staffing and management decisions.
  - For 2016, we will focus on uncovering Marketing department outcomes around the idea of “connecting and uniting a global community of barbershop artists and enthusiasts,” and developing a departmental business plan accordingly.
- Shared service projects (2015-2018) and improvements will include:
  - HQ reporting analysis/dashboard
  - Restructuring of operations team
  - Develop strategy for using, or monetizing, currently unused space at Harmony Hall
  - Media inventory
  - Employee parking solution
  - OPT completed roll out
  - Society wide travel approval and purchasing process (plus business card program)
  - Chapter and districts financials gathering tool
  - Review and modify chart of accounts aligning to Pillars
  - Financial Dashboard
  - Board document management
  - New breakroom
  - Media Inventory
  - Honorary membership and Hall of Fame walls at Harmony Hall

- *HQ reporting analysis/dashboard*- Met with each program manager and created a plan on how to report on specific internal management indicators on a weekly, monthly, or quarterly basis. It's a work in progress- we're questioning the value of the information

EVERY time, so we don't lose site of the ultimate destination in the name of metrics

- *Restructuring of operations team*- Recruited three volunteer Project Coordinators to lead field-based project teams for the Society. Pilot project is the 12-month orientation to barbershop project.
- *Develop strategy for using, or monetizing, currently unused space at Harmony Hall* - we continue to explore a variety of options for the use and/or monetization of the unused space at Harmony Hall, primarily the unfinished 1st floor space. Downtown Nashville continues to experience rapid development and expansion, with new hotels, office buildings and residential developments planned and expanding around Harmony Hall.

During the 2nd Quarter, we have met with the following parties:

- **Mary Roskilly (Tuck Hinton)** - prominent Nashville architectural firm that was part of the original Harmony Hall plans and expansion concepts and involved in several of the downtown development projects.

Discussions have centered on potential collaborations with these developments and concurrently looking at our current office configuration and planning for the potential remodeling of the Harmony Hall space to create greater efficiencies and collaboration spaces, including employee break room, conference rooms and collaboration spaces. Because of the rapid development in Nashville, we continue to pursue multiple strategies for the unused space: 1) collaboration with adjacent developments; 2) leasing space and remodeling space for longer-term efficient use of space; or 3) a sale of the entire building and move to new space.

## Marketing provides discrete outcomes for the Society

*We connect and unite a global community of artists and enthusiasts*

The Marketing Team primarily provides service to program activities - the tangible, visible connection to members. In all these efforts, our BHS brand, tone, and attitude are infused into all of our promotion and communication of barbershop to the world.

In Quarter 2, even in the absence of a CMO, we created draft marketing plans for each program area (with the exception of Marketplace). Alongside the marketing plans are continuous conversations on the outcomes and value the marketing department brings to society (small s).

“Traditional” media (TV and print) placements continue to drive our message outside the barbershop world. An April 11 appearance on “**Fox & Friends**” by **Storm Front** (2010) and **ClassRing** (2014 SAI Rising Star) showcased a joint celebration of what is coming to be called “Barbershop Quartet Day,” traditionally our Society’s birthday celebration. **Crossroads** (2009) headlined a full thirty minutes of “Gospel Music Showcase” on the DaystarNetwork, in a lovely combination of music and testimonial.

**The Woodsongs Old-time Radio Hour**, distributed on 500 radio stations and more than sixty percent of PBS stations, will feature a full 60-minute show devoted to barbershop, to be recorded live on stage July 11 for later broadcast and YouTube distribution. Performers to be confirmed.

Recent local recognition of the Society headquarters in the *Nashville Business Journal* as one of its “**Best Places To Work**” adds to our cachet as a vigorous, energetic part of the local business community and music scene.

### ***The Harmonizer***

Beginning in April, Mark Holdeman formally began representing *The Harmonizer* magazine advertising, and a new, less expensive rate card went into effect. The March/April issue of *The Harmonizer* received considerable feedback -- mostly positive -- for its look at the very definition of a great barbershop performance. Now that the proverbial “gauntlet” has been dropped by both Barry Towner (C&J) and Donny Rose (Harmony University), only time will tell the effect this will have on quartets and on chapter Music teams in choosing music and programming performances.

The May/June issue of the magazine featured the ever-quotable Deke Sharon, who reinforced that Barbershoppers need to hold our heads high because the rest of the a cappella world wishes it had what we have. Instant Classic’s championship article was a great follow-up to the principles of authentic audience connection, and introduced a “resonance matching” paradigm that has the potential to someday become an historical milestone equal to the “vowel matching” practices of Dealers Choice.

The July/August issue will be our 2015 Annual report -- and will be a MAJOR step above last year’s report, both in content and presentation.

A feature story and accompanying video interview with Artie Dolt of San Antonio was aimed at celebrating chapter successes that come in forms other than contest.

Even the bread and butter work of announcing Society Board elections was infused with a new communications approach this year, with a brief YouTube conversation with John Donehower discussing the surprising makeup of the Board and its desire to extend its demographics and new ways of thinking.

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

HU Online - nearing completion on Phase One (David Wright’s History of Barbershop) and planning future NECAT collaboration that will increase both our output and the quality of product. In addition to on-site capture of classes, we are exploring options for studio time for local staff and select instructors to film specialized topics.

HU Belmont - In support of our weeklong event, an “evergreen” tutorial video was created to give first time attendees a stronger idea of what to expect when they arrive. This video is now a part of the HU web pages and has been shared via other social media channels. While attendance

numbers are healthy, the lack of chorus track participants has impacted the overall anticipated budget. To make up some ground here, a message was sent to each chapter leadership team inviting them to attend HU together in our Leadership track to grow their programs at home without the cost and time commitment of bringing the entire chorus. So far, two leadership teams have taken us up on this direct offer and will join us this year.

HU Nashville - A robust schedule of classes is in place, with plans to capture classes for future editing and release or to stream right from the classroom via Facebook Live. Promotion of individual classes continues across all platforms, including on site at the convention, to increase awareness of the many great offerings.

**Outreach** builds an awareness of the intrinsic value of singing together and provide inclusive opportunities to participate in the joy of harmony.

We are teaming with NAFME for June 2016 Hill Day appearance by Crossroads, who will be honored with the Stand Up for Music Award and meet with legislators to share personal testimony to the power of music in their lives. A video and press release was created to educate our barbershop audience about what this means. The video has been viewed over 1,200 times.

**Membership** attracts and retains an engaged and diverse intergenerational membership impassioned to educate and enrich lives through the medium of barbershop harmony.

A total revamping of member-facing materials was fully implemented in quarter 2 with extensive contributions by the marketing team in general, Brian Lynch in particular. Whereas members, associates or quartets who were up for renewal once received only a bill in the mail, from henceforth they will receive proper thanks for their contribution and role in the Society's larger mission; they will also be reminded of the benefits and satisfaction that come through an association with the Society. Marketing team members also created a series of clear statements that will help customer service team members easily clarify what happens in various scenarios in which a Society member changes the terms of his quartet or Society membership.

With regular coordination with Caki Watson Gray, the marketing team is in the middle of a sustained, data-driven membership campaign. Among the nearly 90,000 past members in our database, fewer than 30,000 listed email addresses, and testing shows that more than half of those addresses are no longer valid. But we are learning and tweaking the message and the product according to feedback, with many steps to continue throughout 2016 among this pool of past members.

**Marketplace** strives to be the world's market leader, creator, and provider of barbershop music, merchandise, & media.

The Marketing Team has helped develop promotions and videos for upcoming new releases at the Nashville convention, including new singles and the *Yuletide Favorites II* songbook and *Nashville*

*Barbershop Style* folio. Live stage performances will be YouTubed immediately to drive online sales of these new titles. Other new merchandise promotion has lagged for lack of direct attention, which we will address especially in light of inventory turnover targets and upcoming holiday sales.

**Events** provides 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.

Through Scott Wetle and Nic with TNDV, we have secured a start/stop logging station inside the production truck for International this year. This is a huge win as we've made improvements on this idea each year. With the station in the truck, we expect this to cut considerable hours off of post-production times as well expedite the YouTube upload process.

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

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

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

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

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

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Dealings with staff and volunteers will not be inhumane, 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 exhaustedand
  - b. the employee alleges either



(1) that Society personnel policy or Board policy has been violated to his or her detriment,  
or

(2) that Society personnel policy or Board policy does not adequately protect those rights protected by law.

4. Fail to acquaint staff with their rights under this policy.

5. Use methods of collecting, reviewing, transmitting, or storing personnel records information that fail to protect against improper access to the material.

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

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#### **D. POLICY TITLE: *ASSET PROTECTION***

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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, except as hereinafter noted.

In regards to item #6, the 2017 International contract with the Caesar's organization in Las Vegas has an attrition provision that we are committing to achieve. Specifically, based upon the hotel nights guaranteed, attendance at the 2017 International would need to fall below approximately

4,300 attendees, which would reflect more than 20% below forecast 2016 attendance and almost 40% below our attendance levels in Las Vegas in 2014. Due to the time sensitivity to sign the contract following the cancellation of Minneapolis as the convention city for 2017, and following discussion with the Board on this issue prior to signing, we agreed with the provision and do not believe it places the Society at a heightened risk .

In regards to item #11, the Finance Department carefully monitors credit card usage to ensure personal expenses are not charged to Society-provided credit card. Exposure for these cards is technically the employee's liability, but are intended solely for Society-related expenses and are regularly reconciled and paid by Finance. In instances where the card has been unintentionally used for a personal expense (1-2 instances per year), the employee is required to pay the expense immediately and warned not to allow such use in the future or risk losing access to the Society-provided credit card. We have had two instances of inadvertent personal use of the Society-issued card by staff in FY2016. These items were repaid immediately by such staff member.

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## **E. POLICY TITLE: *COMPENSATION AND BENEFITS***

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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, though 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.

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## Appendix A- Harmony University

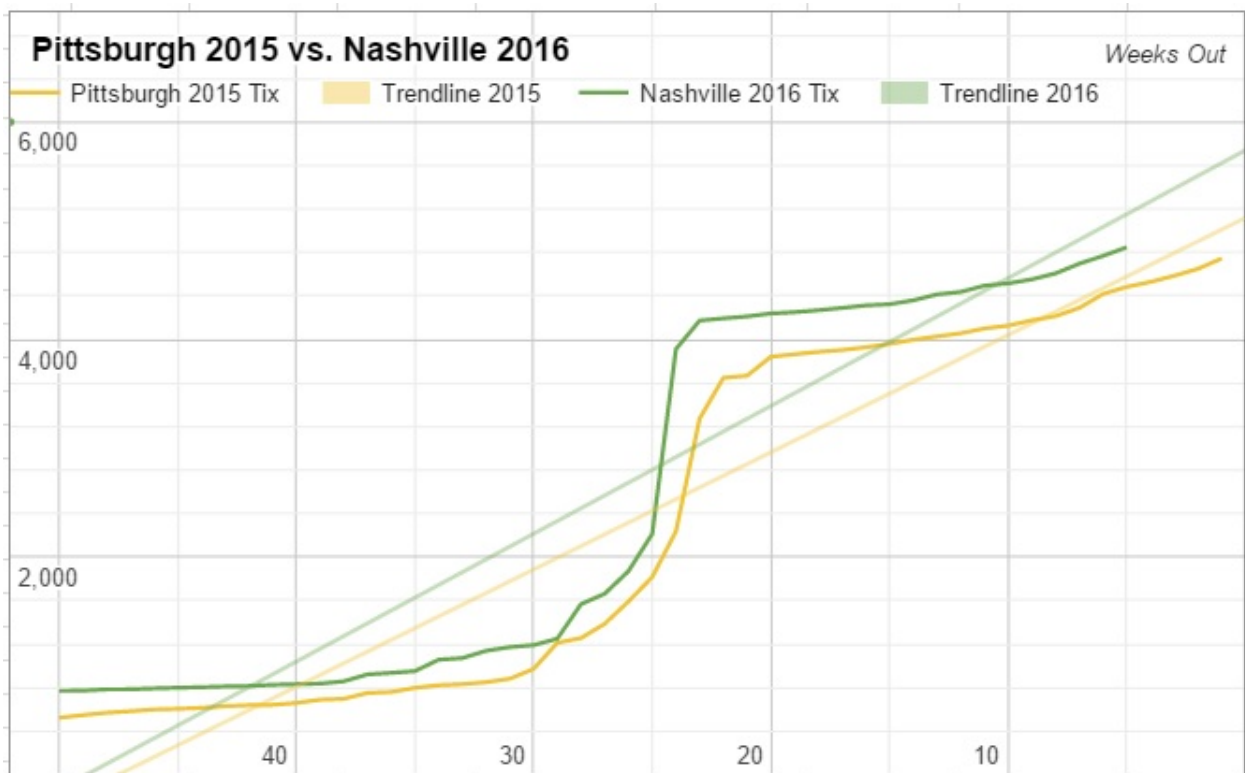
### Capture plan/schedule for HU Online

Shooting at HU	DESCRIPTION	DATE
<p>The Power of Positive Coaching(NECAT)</p> <p>Cindy Hansen-Ellis, Paul Ellinger</p>	<p>Positive communication in a coaching session can and will impact the singer, the performance and the audience. Cindy and Paul will model coaching styles with both registered and pick up groups, and will show do's and don't that may not be on your radar based on gender, age, experience, or other issues that need to be navigated.</p>	<p>Monday, July 25</p>
<p>Directors Roundtable (NECAT)</p> <p>Gary Steinkamp, Rob Mance, Steve Armstrong</p>	<p>Let's share ideas and strategies, and investigate barriers and frustrations. We will develop a new network of peers and friends who want you to succeed as a director, and you will learn the most important thing of all.. you are not alone!</p>	<p>Tuesday, July 26</p>
<p>Make a stand: the science behind riser placement (NECAT)</p> <p>Rob Mance, Steve Scott</p>	<p>Have you noticed how the instrumental world is very specific about the order and placement of the instruments of the orchestra and band, yet the choral world doesn't seem to follow any formal thought process? Rob and Steve will explain the science behind riser placement and chorus formations.</p>	<p>Wednesday, July 27</p>
<p>Directors: stop talking! (NECAT)</p> <p>Don Campbell, Kirk Young</p>	<p>Watch Don direct a group with limited verbal cues, and then have Kirk break down what just happened. We can communicate so much more by speaking less, and have wonderful, unintended results!</p>	<p>Thursday, July 28</p>
<b>Shooting at Studio</b>		
<p>All Ears: Turn your group into an organism</p> <p>Danny Ozment</p>	<p>What do you listen for at advanced levels of A Cappella music? It's already good, but what pushes it from good to great? Let professional studio engineer Danny explain how me mixes and coaches professional studio groups to make them even better, by... listening to each other!</p>	<p>TBD</p>
<p>Shaping the Sound of Your Singers</p>	<p>We focus on so many important pieces of our performance and can forget this core element...our collective sound. When one person</p>	<p>TBD</p>

<p>Joe Cerutti</p>	<p>is added or subtracted from the group, the group is changed, yet the group's understanding of techniques must be the same. Let Joe teach concepts that can unify and guide your singers to a new model for excellence in sound and production.</p>	
<p>One ensemble, Three Lenses (Jeremy &amp; Mike) Marty Lovick, Anthony Colosimo, Steve Tramack</p>	<p>How can working on a singing skill improve your performance? Why is it when we make a better performance choice our music score also goes up? Watch three of our best judges and coaches work with a group, and how each concept impacts the other category... and that's a good thing!</p>	<p>TBD</p>
<p>Training Games for Performers Kim Wonders</p>	<p>Give your performers tools and training in concentration, imagination and energy on stage. This will help them move meaningfully on stage, using their whole body and strengthening their stage performance. This is a very interactive class, don't miss out on this opportunity to make performing more fun! So get ready to MOVE!</p>	<p>TBD</p>

## Appendix B - Events

2016 Date	Weeks Out	Pittsburgh 2015 Tix	Nashville 2016 Tix	Registration Revenue	% of Prior Year Tix	% of Budget Attendance	% of Budget Revenue	# new Tix sold per wk 2015	% increase per wk 2015	# new Tix sold per wk 2016	% increase per wk 2016	Avg \$/Ticket 2016
5/16/16	7	4291	4698	\$1,039,556	109.5%	78.30%	71.52%	75	1.8%	89	1.9%	\$221.28
5/23/16	6	4420	4770	\$1,056,068	107.9%	79.50%	72.65%	129	3.0%	72	1.5%	\$221.40
5/30/16	5	4485	4849	\$1,075,281	108.1%	80.82%	73.97%	65	1.5%	79	1.7%	\$221.75
6/6/16	4	4530						45	1.0%			
6/13/16	3	4587						57	1.3%			
6/20/16	2	4651						64	1.4%			
6/27/16	1	4746						95	2.0%			
<b>Final Pre-Convention</b>		4,766						20	0.4%			
<b>Budget</b>			6,000	\$1,453,575	122.5%							\$242.26
On-Site		133										
Total w/ comps		4,899	4849									
Comps		174	189									
<b>TOTAL PAID</b>		<b>4,725</b>	<b>4660</b>									



## Appendix C- Marketing

### Social Media

#### Facebook

Total Likes (04/05/16 - 05/31/16): **22,210**

3% increase over last quarter



Top Posts (04/05/16 - 05/31/16):

Reach: Organic / Paid | Post Clicks | Reactions, Comments & Shares

Published	Post	Type	Targeting	Reach	Engagement	Promote
04/11/2016 9:10 am	Storm Front Quartet and ClassRing Quartet join together to sing			59.5K	7.9K 2.1K	<a href="#">Boost Post</a>
04/26/2016 8:28 am	After breaking the record for highest Regional score this spring,			45K	4.1K 1.2K	<a href="#">Boost Post</a>
04/11/2016 3:07 pm	In addition to sharing the barber shop classic "Lida Rose" along			29.1K	3.2K 645	<a href="#">Boost Post</a>
04/09/2016 11:42 am	Looking for your next quartet suit...?			25.9K	924 632	<a href="#">Boost Post</a>
03/16/2016 10:43 am	"When I was 11, our music teacher laid his hand on my arm and			25.1K	2.2K 504	<a href="#">Boost Post</a>

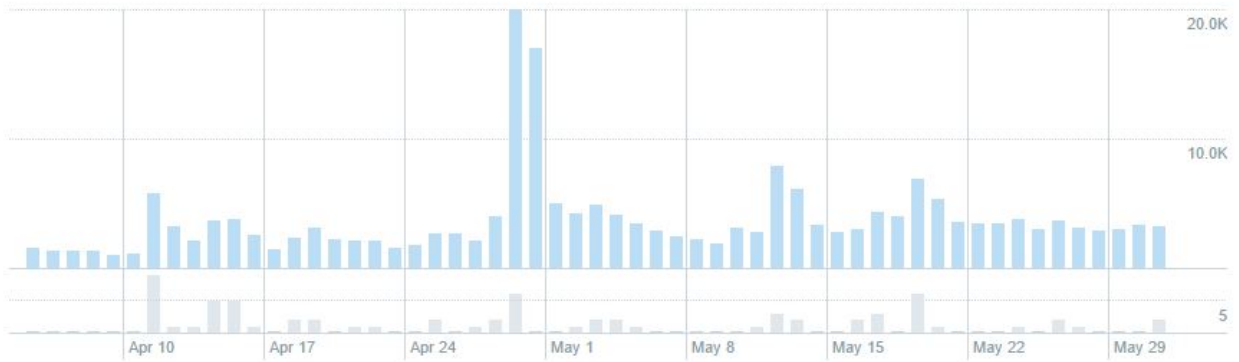
**Twitter**

Followers (04/05/16 - 05/31/16): **6,834**

2% increase over last quarter

**3.1K impressions** per day.

Your Tweets earned **175.0K impressions** over this **57 day** period



## Instagram

Followers: (04/05/16 - 05/31/16): **2,773**

2% increase over last quarter



## YouTube

**TOTAL YouTube Stats** (Through 05/31/16)



Views: 14,413,194 (+5%)  
 Minutes Watched (Lifetime): 30,748,765 (+7%)  
 Minutes Watched this quarter (04/05/16 - 05/31/16): 2,215,556 (-41%)  
 Likes: 68,514 (+7% )  
 Dislikes: 1,741 (+8%)  
 Comments: 10,960 (+2%)  
 Shares: 30,156 (+11%)  
 Subscribers: 23,438 (+4%)  
 Published Videos: 1169 (+5%)

**Top Videos, by Views this quarter (04/04/16 - 05/31/16)**

	<b>Views this quarter</b>
Main Street - Pop Songs Medley (International 2015)	68,752 views
Kentucky Vocal Union - Footloose**	55,751 views
Old School - 2011 International Barbershop Quartet Champion	44,035 views
Lunch Break - Old MacDonald Had a Deformed Farm	23,026 views
Masterpiece - Tennessee Waltz**	21,265 views

\*\*Not in top ten for total views

**Top Videos, Total Views**

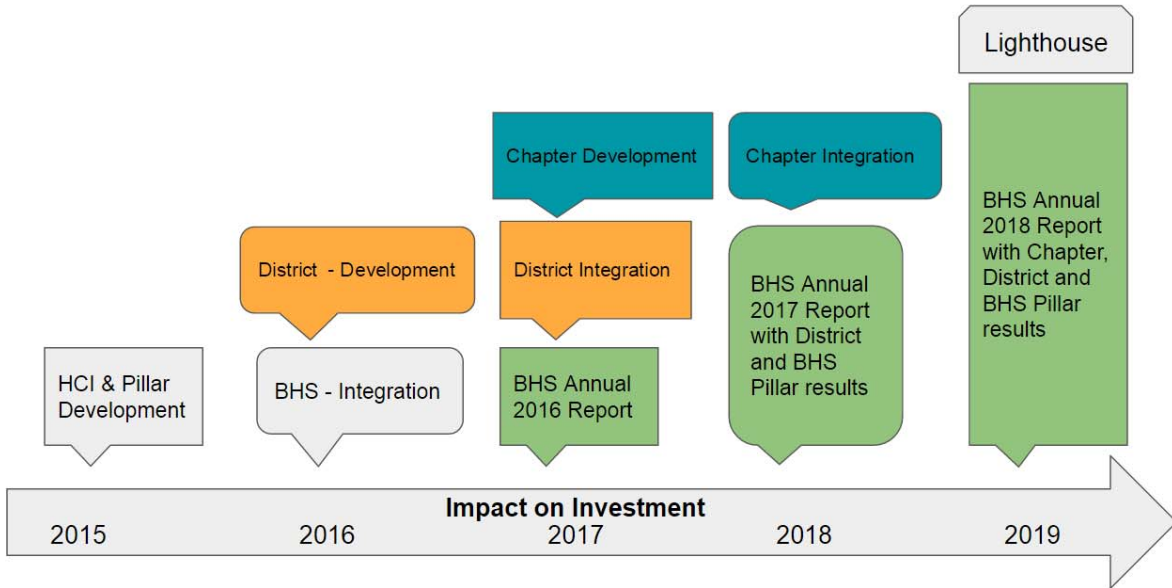
	<b>Total Views</b>
Ambassadors of Harmony-2009 International Barbershop Chorus Champions	2,640,288 views
Old School - 2011 International Barbershop Quartet Champion	1,417,924 views
Lunch Break - Old MacDonald Had a Deformed Farm	837,281 views
Main Street - Pop Songs Medley (International 2015)	836,577 views
Crossroads - Lucky Old Sun	638,640 views

**LiveWire performance**

Date	Sent	Opens	Open rate	running 12-week avg opens	running 26-week avg opens	Clicks	Click rate	running 5-week avg clicks	running 12-week avg clicks	running 26-week avg clicks
6/3/2016	30758	9807	<b>36.00%</b>	36.05%	36.00%	2151	<b>21.93%</b>	28.35%	26.23%	27.10%
5/26/2016	30771	9802	<b>35.94%</b>	36.14%	35.96%	2661	<b>27.15%</b>	26.11%	26.35%	27.09%
5/19/2016	30776	9696	<b>35.54%</b>	36.27%	35.94%	2631	<b>27.13%</b>	26.05%	26.47%	27.10%
5/12/2016	30797	9873	<b>36.12%</b>	36.29%	35.88%	2469	<b>25.01%</b>	27.06%	26.22%	27.03%
5/6/2016	30812	10061	<b>36.81%</b>	36.21%	35.83%	3432	<b>34.11%</b>	24.83%	25.99%	26.85%
4/29/2016	30826	9743	<b>35.62%</b>	36.11%	35.61%	1772	<b>18.19%</b>	26.12%	26.20%	27.09%
4/22/2016	30855	9753	<b>35.58%</b>	36.14%	35.61%	2622	<b>26.88%</b>	24.94%	26.45%	27.24%
4/15/2016	30863	9982	<b>36.36%</b>	36.07%	35.51%	2900	<b>29.05%</b>	24.37%	26.52%	27.08%
4/7/2016	30867	10027	<b>36.50%</b>	35.94%	35.48%	2526	<b>25.19%</b>	24.96%	26.29%	27.27%

Appendix D- Corporate Activities

# Pillar Adoption & Integration Timeline



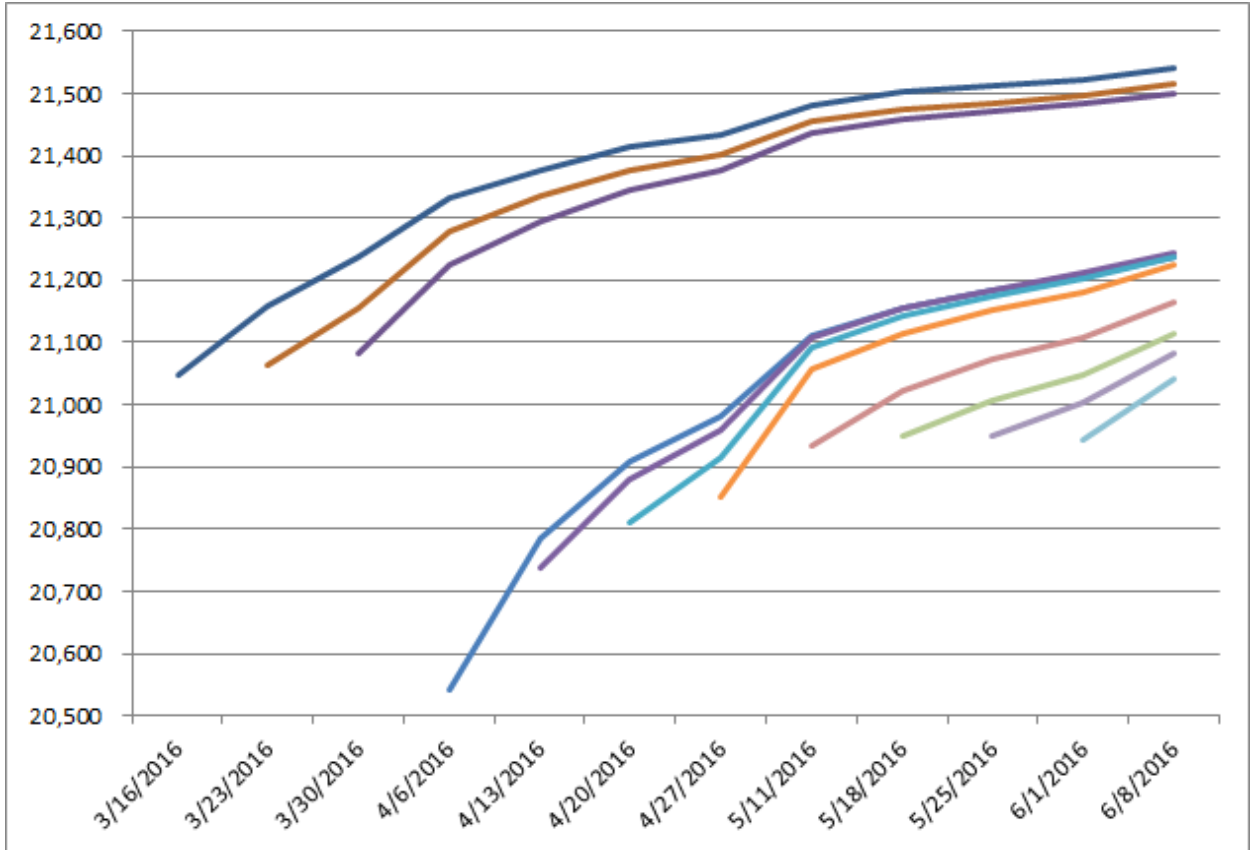
## Appendix E - Membership

### Membership Program Materials

<b>Membership Associates Quartets</b>	<b>Before</b>	<b>After</b>
Post-expiration date email	Didn't Exist	<a href="https://drive.google.com/file/d/0BwP9GrG3LzJMTIpSSGs2SG93aU0/view?usp=sharing">https://drive.google.com/file/d/0BwP9GrG3LzJMTIpSSGs2SG93aU0/view?usp=sharing</a>
Post-expiration date email	Didn't Exist	<a href="https://drive.google.com/file/d/0BwP9GrG3LzJMV2lhSmlzdnBCTIk/view?usp=sharing">https://drive.google.com/file/d/0BwP9GrG3LzJMV2lhSmlzdnBCTIk/view?usp=sharing</a>
Post-expiration date email	<a href="https://drive.google.com/open?id=0BwP9GrG3LzJMWDA5LV9VUzFDek0">https://drive.google.com/open?id=0BwP9GrG3LzJMWDA5LV9VUzFDek0</a>	<a href="https://drive.google.com/file/d/0BwP9GrG3LzJMRmNpTjZOOW13N00/view?usp=sharing">https://drive.google.com/file/d/0BwP9GrG3LzJMRmNpTjZOOW13N00/view?usp=sharing</a>
Renewal Mailed Letter (30 days pre-expiration)	<a href="https://drive.google.com/open?id=0BwP9GrG3LzJMLWk1REV4aFFEck0">https://drive.google.com/open?id=0BwP9GrG3LzJMLWk1REV4aFFEck0</a>	<a href="https://drive.google.com/file/d/0BwP9GrG3LzJMWwFnVFpWejM5eEE/view?usp=sharing">https://drive.google.com/file/d/0BwP9GrG3LzJMWwFnVFpWejM5eEE/view?usp=sharing</a>
Renewal Mailed Letter (30 days pre-expiration)	<a href="https://drive.google.com/open?id=0BwP9GrG3LzJMbDI4NENOWG14d3c">https://drive.google.com/open?id=0BwP9GrG3LzJMbDI4NENOWG14d3c</a>	<a href="https://drive.google.com/file/d/0BwP9GrG3LzJMXzROZFI5R2hQMUE/view?usp=sharing">https://drive.google.com/file/d/0BwP9GrG3LzJMXzROZFI5R2hQMUE/view?usp=sharing</a>
Renewal Mailed Letter (30-60 days pre-expiration)	<a href="https://drive.google.com/open?id=0BwP9GrG3LzJMTm9aVGI2dVFESTQ">https://drive.google.com/open?id=0BwP9GrG3LzJMTm9aVGI2dVFESTQ</a>	<a href="https://drive.google.com/file/d/0BwP9GrG3LzJMZEFEOUhudWxyaGM/view?usp=sharing">https://drive.google.com/file/d/0BwP9GrG3LzJMZEFEOUhudWxyaGM/view?usp=sharing</a>
Renewal Emailed Request (60,45,15 days pre-expiration)	<a href="https://drive.google.com/open?id=0BwP9GrG3LzJMems0eWF1Wm1aWXc">https://drive.google.com/open?id=0BwP9GrG3LzJMems0eWF1Wm1aWXc</a>	<a href="https://drive.google.com/file/d/0BwP9GrG3LzJMZGs3NXB2ZTd4aUk/view?usp=sharing">https://drive.google.com/file/d/0BwP9GrG3LzJMZGs3NXB2ZTd4aUk/view?usp=sharing</a>
Renewal Emailed Request (60 days pre-expiration)	<a href="https://drive.google.com/open?id=0BwP9GrG3LzJMSmFMUIdRYi1kWDg">https://drive.google.com/open?id=0BwP9GrG3LzJMSmFMUIdRYi1kWDg</a>	<a href="https://drive.google.com/file/d/0BwP9GrG3LzJMaEIDZ3pzSGJDd00/view?usp=sharing">https://drive.google.com/file/d/0BwP9GrG3LzJMaEIDZ3pzSGJDd00/view?usp=sharing</a>
Renewal Thank You With Card	<a href="https://drive.google.com/open?id=0BwP9GrG3LzJMWHPGQWJuTHlrZ0E">https://drive.google.com/open?id=0BwP9GrG3LzJMWHPGQWJuTHlrZ0E</a>	<a href="https://drive.google.com/file/d/0BwP9GrG3LzJMaUZ2amhuZUdoZEE/view?usp=sharing">https://drive.google.com/file/d/0BwP9GrG3LzJMaUZ2amhuZUdoZEE/view?usp=sharing</a>
Renewal Thank You With Card	<a href="https://drive.google.com/open?id=0BwP9GrG3LzJMdmx0LXpOLUvrbWs">https://drive.google.com/open?id=0BwP9GrG3LzJMdmx0LXpOLUvrbWs</a>	<a href="https://drive.google.com/file/d/0BwP9GrG3LzJMaU9IbXF3Nk4yZm8/view?usp=sharing">https://drive.google.com/file/d/0BwP9GrG3LzJMaU9IbXF3Nk4yZm8/view?usp=sharing</a>

Renewal Thank You With Card	<a href="https://drive.google.com/open?id=0BwP9GrG3LzJMCHV1VnJ0clEwbms">https://drive.google.com/open?id=0BwP9GrG3LzJMCHV1VnJ0clEwbms</a>	<a href="https://drive.google.com/file/d/0BwP9GrG3LzJMc1I0M0NPN2VMVkuJ/view?usp=sharing">https://drive.google.com/file/d/0BwP9GrG3LzJMc1I0M0NPN2VMVkuJ/view?usp=sharing</a>
Welcome Letter With Card	<a href="https://drive.google.com/open?id=0BwP9GrG3LzJMYTI0cGJjclV6MFE">https://drive.google.com/open?id=0BwP9GrG3LzJMYTI0cGJjclV6MFE</a>	<a href="https://drive.google.com/file/d/0BwP9GrG3LzJMNW1NT1p4dWpBdjg/view?usp=sharing">https://drive.google.com/file/d/0BwP9GrG3LzJMNW1NT1p4dWpBdjg/view?usp=sharing</a>
Welcome Letter With Card	<a href="https://drive.google.com/open?id=0BwP9GrG3LzJMS3ZKbWM1S2pGRHM">https://drive.google.com/open?id=0BwP9GrG3LzJMS3ZKbWM1S2pGRHM</a>	<a href="https://drive.google.com/file/d/0BwP9GrG3LzJMMS1xeFkwWDFPMVE/view?usp=sharing">https://drive.google.com/file/d/0BwP9GrG3LzJMMS1xeFkwWDFPMVE/view?usp=sharing</a>
Welcome Letter With Card	<a href="https://drive.google.com/open?id=0BwP9GrG3LzJMcDZkRU9NOWp4MDA">https://drive.google.com/open?id=0BwP9GrG3LzJMcDZkRU9NOWp4MDA</a>	<a href="https://drive.google.com/file/d/0BwP9GrG3LzJMQW5sOU1BRmZLTzQ/view?usp=sharing">https://drive.google.com/file/d/0BwP9GrG3LzJMQW5sOU1BRmZLTzQ/view?usp=sharing</a>

**Membership Numbers**



## District EOM Report - Jun 1, 2016

District	Current	Last Yr	Δ	New Last 12 Mos		Lapsed Last 12 Mos		Members/Chapter
CAR Cardinal	642	657	-2.28%	65	10.12%	133	20.72%	24.69
CSD Central States	1,702	1,791	-4.97%	141	8.28%	389	22.86%	29.86
DIX Dixie	733	743	-1.35%	65	8.87%	148	20.19%	29.32
EVG Evergreen	1,417	1,430	-0.91%	157	11.08%	284	20.04%	26.24
FHT Frank Thorne	75	88	-14.77%		0.00%	16	21.33%	75.00
FWD Far Western	2,270	2,300	-1.30%	239	10.53%	445	19.60%	29.48
ILL Illinois	844	842	0.24%	68	8.06%	162	19.19%	26.38
JAD Johnny Appleseed	1,533	1,519	0.92%	146	9.52%	315	20.55%	30.06
LOL Land O Lakes	1,516	1,535	-1.24%	129	8.51%	242	15.96%	30.32
MAD Mid-Atlantic	2,701	2,734	-1.21%	246	9.11%	493	18.25%	29.36
NED Northeastern	1,524	1,514	0.66%	182	11.94%	279	18.31%	28.75
NSC Carolinas	726	723	0.41%	84	11.57%	155	21.35%	25.93
ONT Ontario	1,003	1,023	-1.96%	96	9.57%	187	18.64%	30.39
PIO Pioneer	862	858	0.47%	83	9.63%	161	18.68%	29.72
RMD Rocky Mountain	795	810	-1.85%	90	11.32%	181	22.77%	24.84
SLD Seneca Land	654	667	-1.95%	71	10.86%	112	17.13%	20.44
SUN Sunshine	1,257	1,257	0.00%	128	10.18%	239	19.01%	33.97
SWD Southwestern	1,239	1,277	-2.98%	131	10.57%	342	27.60%	25.81
Totals	21,493	21,768	-1.26%	2,121		4,283		
BHS	21,139	21,466	-1.52%	* Variances in District & BHS data are due to the influence of dual members.				
YTD Members Served	22,573	23,540	-4.11%	* Cumulative count of members served in a calendar year				
BHS Associates	355	322	10.25%					

## Society Members - June 1, 2016

Society Member Program - Since Oct 1, 2015**	Members	Percentage
<b>New</b> (Never been a member of the Society before)	48	31%
<b>Saves</b> (Current member of the Society dropping their dist/chap affiliations)	22	14%
<b>Reinstated</b> (Rejoining the Society after at least 6 months out)	86	55%
** this does not include the 73 redirects to a chapter	156	

## **Appendix F- Leadership OPT Update**

The Leadership Operations Project Team continues to concentrate on three target areas: chapter assessment, curriculum and facilitators. While each of these targets advances toward its own singular completion, each one also represents a component of a much larger Barbershop Harmony Society influence: the Healthy Chapter Initiative.

### **CHAPTER ASSESSMENT:**

Beginning with the 2015 Leadership Forum, District Presidents were offered a catalog of potential assessment categories and topics and asked to define each line item in terms of its perceived relevance in a chapter assessment model. New line items were also encouraged from this group. From these sessions, LOPT created a chapter assessment model that, upon approval by Society staff, will be ready for immediate rollout.

### **CURRICULUM**

During the 2015 Leadership Forum, District Presidents were offered another catalog of several hundred potential curriculum threads and possible content ideas. In group settings, the District Presidents studied this list and made recommendations of potential course content value to their chapters and leaders. In order to ensure that leadership needs were being met, District Presidents were encouraged to add or delete line items as they believed. From these sessions, LOPT developed its “first five” leadership curriculum courses. As a test, these five courses were facilitated by LOPT members at a district leadership academy. Following the school, LOPT met to positively adjust any of the content that needed attention. When the LOPT next convenes, it will begin to shape the next round of leadership content curriculum.

### **FACILITATORS**

The first cadre of facilitators will be introduced to the “first five” leadership curriculum courses during Harmony University at Belmont. These men will delve into all aspects of facilitation including knowledge of content, professionalism, presentation strategies and course content follow up. The timing of this facilitator training is such that this new group will be available to deliver the “first five” leadership courses to any district school that requests and has the capacity to receive the full course content.

### **HEALTHY CHAPTER INITIATIVE**

As chapter assessment strategies become active available resources, they become strategic indicators of initial healthy chapter status. While the definition of a healthy chapter rests with the chapter itself and its own reasons for existence, the assessment models and subsequent discovery of chapter needs will certainly drive future specific curriculum development. This, in turn, creates the need for more facilitators and potentially helps mold future district leadership schools.



Spring 2016 House of Delegates Meeting

15-Apr-2016 1:30PM

## **Illinois District Association of Chapters, SPEBSQSA Inc.**

### **House of Delegates**

Spring 2016

**Location:** Holiday Inn & Suites Hotel (Boardroom) – East Peoria, IL

**Time:** 1:32PM

### Call to Order

1. Opening songs
  - *The Star Spangled Banner* – Terry Ludwig, Director
  - *The Old Songs* – Jeff Bowyer, Director
2. Roll Call / House of Delegates quorum – yes or no – Mike Isely
  - Quorum established
  - 33 members present, out of a potential total of 47.
  - Quorum minimum requirement of 30% (= 14). With 33 present we have 70%, quorum established.
  - [See Appendix titled “Attendance” for detailed attendance record]
3. Approve Agenda – Rich Hansen
  - Adjustments requested of agenda
    - ◆ Pull IDEA from the consent calendar
    - ◆ Pull M&P Report
    - ◆ New Business: Add MHA topic
    - ◆ Pull Membership Report
  - The following reports are not in the Consent Calendar because no report had been submitted:
    - ◆ YIH Report
    - ◆ CDD Report
    - ◆ Awards Committee Report
  - **Motion: Approve Agenda**
    - ◆ **Offered by: Jim Waldorf, Seconded: Jeff Bowyer**
    - ◆ **PASSED (unanimous voice vote)**
4. Approve Consent Calendar – Rich Hansen
  - **Motion: Accept Consent Calendar, with previously listed adjustments applied**



Spring 2016 House of Delegates Meeting

15-Apr-2016 1:30PM

- ♦ **Offered by: Tom DeBord, Seconded: Jim Waldorf**
- ♦ **PASSED (unanimous voice vote)**
- The following reports are therefore accepted without further discussion:
  - ♦ President's Report – Rich Hansen
    - [Attachment: “01a-Report-President.pdf”]
  - ♦ Marketing Report – Kevin McClelland
    - [Attachment: “02a-Report-Marketing.pdf”]
  - ♦ Contest & Judging Report – Dave Cowin
    - [Attachment: “03a-Report-CandJ.pdf”]
  - ♦ Chapter Support, Leadership and Training – Mike Savard
    - [Attachment: “04a-Report-CSLT.pdf”]
  - ♦ District Historian Report – Bob Squires
    - [Attachment: “05a-Report-Historian.pdf”]
- 5. Minutes of previous HOD Meeting – Mike Isely
  - No changes requested
  - **Motion: Approve Fall 2015 HOD Minutes**
    - ♦ **Offered by: Don Smit, Seconded: Mike Bagby**
    - ♦ **PASSED (unanimous voice vote)**
- 6. Treasurer's Report – Jim Wagner
  - [Attachment: “06a-Report-Treasurer.pdf”]
  - Fall 2015 convention – lost \$4000
    - ♦ Largest expense was judges – need to arrange for closer judges
  - Updated budget in the packet, needs to be approved
    - ♦ Due to 4 significant items missing
      - \$500 to IDEA
      - \$1000 awards & plaques
      - \$2100 raise to \$3500 Attacks and Releases
      - \$1500 to support multiple CSLT events
    - ♦ Net for 2016 will be -\$1200, but we likely won't spend it all
      - Provides some “fudge space”





Spring 2016 House of Delegates Meeting

15-Apr-2016 1:30PM

- ♦ **Motion to approve amended budget**
  - **Offered by: Bob Cearnal, Seconded: Bob Squires**
  - **PASSED (unanimous voice vote)**
- **Motion to receive Treasurer's Report**
  - ♦ **Offered by: Mike Bagby, Seconded: Tom DeBord**
  - ♦ **PASSED (unanimous voice vote)**

## OLD BUSINESS

7. District Scorecard
  - Goals for this year:
    - ♦ Expand CSLT to multiple events
    - ♦ Hold CDWI
    - ♦ Revise convention manual (25 years old)
8. Adoption of District Mission Statement
  - [Attachment: "07a-Mission\_Statement.pdf"]
  - Continuation from Fall HOD
  - Needed when applying for grants
  - Mission statement already set
  - Vision statement choice #4 formally adopted by show of hands
    - ♦ [There was no formal motion for this]
9. District Seniors Chorus – Midwinter 2017
  - Unanimous interest at the society level to set up a district seniors chorus contest.
    - ♦ ...But about half of the districts backed out
  - General consensus at the Fall HOD was an expression of interest
  - BHS has been largely silent about this until a couple of days ago
    - ♦ But now they are going for it... unofficially
    - ♦ Seems to a lot of confusion at the moment
  - Rich suggests that MHA send a chorus – since that's already a group of chapters getting together
    - ♦ Other groups are welcome to get involved, but "time is of the essence"
10. IDEA Support
  - Background about district history of contribution (or lack thereof) to the Harmony Foundation
    - ♦ \$500 from the district last year was donated to HF



Spring 2016 House of Delegates Meeting

15-Apr-2016 1:30PM

- ◆ This year, \$500 was instead given to IDEA
- Presentation given from IDEA
- ◆ Certificate of acknowledgment given to the district from IDEA

#### 11. Convention Manual

- Jim and Rich will be working on this. Just an FYI

#### 12. Membership Report

- [Attachment: "08a-Report-Membership.pdf"]

##### → Issue with chapter membership

- ◆ Chapter can't sustain below 8 members, per society rules
- ◆ Realistic minimum should be 12
- ◆ Everyone needs to realize that chapters with persistently fewer than a dozen members are effectively unsustainable
- ◆ Problem exacerbated with "ghost members", i.e. people who consistently are involved with a chapter same as dues-paying members but not actually in any official dues-paying capacity.
  - This creates liability with the society
- ◆ If people here have contacts with such chapters, please step forward and help out, e.g. visiting chapters, offering help, anything to help rectify the situation
- ◆ We are not the only district with this issue
- ◆ This is not supposed to be a "threatening" action. But...
  - Once the district president contacts a chapter about this, the clock starts ticking and they have 1 year to rectify this.
- ◆ Lack of a qualified director within a chapter is absolutely an aggravating factor
  - But that's why we do things like CDWI.
    - The "I" ("intensive") in "CDWI" may be intimidating. Maybe it should be called "CDW".
  - QCA can contribute here; QCA meeting tomorrow in fact will be covering this
- ◆ CDD is being invited to the Society Forum this year

#### 13. Music & Performance Report

- [Attachment: "09a-Report-Music\_And\_Performance.pdf"]

##### → Other stuff besides just IDAH was here:

- ◆ Chapter quartet support
- ◆ Standing Ovation program



Spring 2016 House of Delegates Meeting

15-Apr-2016 1:30PM

- Are these programs still around?
  - ◆ Yes, more attention needs to be given
  - ◆ CDD VP should delegate in order to get more effort

#### 14. IDEA Report

- [Attachment: “20a-Report-IDEA.pdf”]
- Announcement / reinforcement that people need to be encouraged to contribute to IDEA.
- IDEA paid for everyone's registrations today
- We should all be helping out
- IDEA: “We need your help!”

### Tag Break – Hugo Fuegen

#### 15. Chapter Mentor Break-out sessions, by division with chapter mentors, 15 minutes

- Notes
  - ◆ Northern group – Mike Savard
    - Solved a bunch of issues with ghost membership
    - Kishwaukee has a bunch of singouts coming up
    - Rockford Metro scored a record in their chapter show
    - Rock Island plans on rebranding their chorus
  - ◆ Central group – Brett Mulford
    - Champaign chapter is becoming active again
    - Decatur – discussion about their 70 years as a chapter
    - Bloomington – had a retreat in Danville in preparation for International
    - Peoria is “getting older” and losing membership through attrition
    - CDWI costs can be a problem
  - ◆ Metro – Bob Squires
    - Elgin hosted “leadership summit” (CSLT sessions & related)
      - It was a great success
    - Aurora has a new director
    - Lake County had an excellent coaching session from a non-barbershop female
    - Northbrook held their own “chapter harmony college”; has a wildcard invitation to International
    - Northbrook had a live VLQ performance of *Happy Together* on WGN-TV, last Monday 4/11.



Spring 2016 House of Delegates Meeting

15-Apr-2016 1:30PM

- Will-Cook has a new member flyer, working on a mission statement
- Membership is the #1 issue everywhere
- Lake County chapter is going through a director search
- ◆ Southern – Rich Hansen
  - Coles County had a successful YIH, also did a great fund raiser for a local food pantry
- Other notes
  - ◆ Would it be worth our while to bring a membership person from the society into our district for a week to go around among multiple chapters? (presentations / workshops / visits)
    - Eve Nau did this at one point

## NEW BUSINESS

### 16. Frank Thorne Award

- Description from Mike Bagby about the Frank Thorne Award
  - ◆ Was intended to be for both conventions, fall & spring
  - ◆ But it's not practical to do this in the Spring now, with the jamboree format
  - ◆ Do we drop this for the Spring?
- **Motion to drop Frank Thorne Award for all future Spring Jamboree events**
  - ◆ **Offered by: Bob Cearnal, Seconded: Joe Sullivan**
  - ◆ **PASSED (unanimous voice vote)**

### 17. Youth Quartet / Chorus Competition Changes

- Description of recent competition changes regarding youth
  - ◆ Lots of complexity here, too hard to describe accurately – Refer to Dave Cowin if there are questions
- Takeaway – what used to be “Collegiate” is now called “youth”
- Youth chorus entries for mid-winter are overwhelming; society is struggling with how to handle it.
  - ◆ They are asking all interested chorus to send a letter of interest by May 31<sup>st</sup>., society will try to select from candidates. Next year audition videos will be requested.
  - ◆ Intended limit will be 10 boys choruses, 5 girls choruses, and 5 mixed choruses

### 18. Future Convention Dates / Venues

- Contracts have to be planned multiple years in advance in order to get advantageous choices
  - ◆ Fall 2016: Bloomington Marriott + BCPA, Sep 23<sup>rd</sup> – 25<sup>th</sup>



Spring 2016 House of Delegates Meeting

15-Apr-2016 1:30PM

- ◆ Spring 2017: East Peoria Holiday Inn + TBD
- ◆ Fall 2017: Bloomington Marriott + BCPA, Oct 6<sup>th</sup> – 8<sup>th</sup>
- ◆ Spring 2018: TBD
- ◆ Fall 2018: TBD + BCPA

→ One nice thing about going to a newly built hotel (like right now) is that they roll out the red carpet

19. MHA – Bill Miller

→ Flyers distributed regarding MHA

- ◆ [Attachment: “11a-Flyer-MHA.pdf”]

→ A lot of participation from many chapters

→ Would like to hold another leadership summit in Elgin in Jan 2017

- ◆ Would like to get some district funding support for this

→ Would like to reactivate the Chicago #1 chapter's 1<sup>st</sup> Friday social gatherings

20. Fall 2016 HOD

→ Fri Sep 23<sup>rd</sup>, 1:30pm

## OTHER

21. Society Liaison Report

→ Dwayne Cooper is back to the ILL District

→ Lengthy report included in the HOD packet

- ◆ [Attachment: “30a-BHS-Report-CEO.pdf”]
- ◆ [Attachment: “31a-BHS-Report-HOD.pdf”]

→ Marty Monson is setting up volunteer teams in various areas, part of the “Healthy Chapter Initiative”, part of the Operations Project Team (OPT)

→ Facilitator training at Harmony University, for leadership academies

→ Society Board is focusing more on strategic planning, districts are expected to do similarly

- ◆ (numerous key phrases about this in the report – recommended reading)

Closing Song “Keep The Whole World Singing” – Craig Rigg, Director

**Adjourned:** 3:44PM

Respectfully submitted,  
Mike Isely – Secretary



Spring 2016 House of Delegates Meeting

15-Apr-2016 1:30PM

**Appendix: Attendance**

Chapter Delegates			
Present	Name	ID	Chapter Name
P	Terry Franzen	E-002	Arlington Heights
P	Bob Squires	E-003	Aurora
P	Dennis Brandt	E-005	Belleville
P	Tom De Bord	E-007	Bloomington
P	Craig Rigg	E-008	Macomb
P	Glenn Mills	E-009	Northbrook
	Hugo Feugen	E-010	Champaign Urbana
P	Frank Schneider	E-012	Chicago No 1
	Jeff McMorris	E-013	Danville
P	James Barr	E-014	Decatur
		E-016	Collinsville
P	Bruce Condill	E-017	Coles County
P	Keith Rosborough	E-018	Elgin
P	Mark Klemm	E-019	Rockford Metro
P	Donald Smit	E-021	Lake County
		E-024	Bureau County
		E-029	Quincy
P	Ron Welch	E-030	Chicagoland West Suburban
P	Robin Meredith	E-044	Peoria
P	Andre Gloeckner	E-045	Chicago Metro
	Wayne Johnson	E-047	Rockford
P	Michael Kaas	E-048	Rock Island
P	Frank Fabian	E-050	Will-Cook
	Paul McCracken	E-052	Sterling Rock Falls
	Mark Juelfs	E-054	Waterloo
P	Patrik Claussen	E-061	Springfield
	John Morrison	E-066	DuPage Valley
P	G Howard Peterson	E-067	Kishwaukee Valley
		E-073	Sandoval
	Neth Hass	E-075	Carbondale
	Bruce Richardson	E-077	Kankakee

19 out of 31



Spring 2016 House of Delegates Meeting

15-Apr-2016 1:30PM

<b>Governance Board</b>		
<b>Present</b>	<b>Name</b>	<b>Role</b>
P	Richard Hansen	President
P	Jim Waldorf	Executive VP
P	Mike Isely	Secretary
P	Jim Wagner	Treasurer
P	Hugo Feugen	BMAL (Membership)
P	Will Thorndike	BMAL (Events)
P	Dave Cowin	BMAL (C & J)
P	Brett Mulford	BMAL
P	Jeff Bowyer	Imm. Past President

9 out of 9

<b>Active Past Presidents (not on Gov. Board)</b>	
<b>Present</b>	<b>Name</b>
P	Mike Bagby
P	Bob Cearnal
P	Earl Meseth
P	Bob Squires
P	Joe Sullivan
A	Jim Vliet
A	Syl Wetle

5 out of 7

9+5+19 = 33 present

9+7+31 = 47 total possible