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# *CHAPTER GUIDE*

## *SECTION I*

### *CHAPTER ORGANIZATION*

## OPTIONS FOR CHAPTER GOVERNANCE

Each Sweet Adelines chapter may choose its own form of governance. There are two approved forms of chapter governance from which your chapter may choose. The original form of governance includes a board of directors. There is also a form of governance that includes a management team.

The board of directors form provides for a total of six to 12 directors, each elected for a two-year term. A management team consists of five to eight elected members plus the chorus director, with up to three appointed members if desired (six to 12 team members).

The following table compares specific criteria of each approved form:

	<b><u>Board of Directors</u></b>	<b><u>Management Team</u></b>
Number of Members:	Six to 12	Five to eight elected members plus the chorus director, with the option to appoint three additional members (12 maximum).
Method of Selection:	Elect	Elect/appoint
Term of Office:	Two years (number of consecutive terms stated in standing rules)	One- or two-year terms (term and number of consecutive terms stated in standing rules)
Chorus Director Involvement:	May participate in discussion, but not a voting member	Team member
Required Positions: (job descriptions can be found in the <i>Standard Form Chapter Bylaws</i> )	President Vice President Secretary Treasurer	Team Coordinator Secretary Finance Manager Chorus Director
Selecting Officers:	Board vote	Specified in standing rules
Committees Required:	Membership, Nominating, Bylaws and Rules	Nominating (others specified in standing rules)
Meeting Schedule:	At least monthly; specified in standing rules	Specified in standing rules
Decision-Making:	Motion and vote	Discussion and consensus
Responsibilities:	Manages chorus funds Plans for goal-achievement Oversees and evaluates Ensures open communication	Manages chorus funds Plans for goal-achievement Oversees and evaluates Ensures open communication

*Standard Form Chapter Bylaws* have been developed for both approved forms of governance. It is important for you to become familiar with these bylaws. The current version of *Standard Form Chapter Bylaws* may be downloaded from the Sweet Adelines International website, [www.sweetadelineintl.org](http://www.sweetadelineintl.org) or you may request a printed copy from the Corporate Secretary at international headquarters.

## **What Governance Structure Is Right for Your Chorus?**

The role of a board of directors and a management team is:

- To develop a long-range plan based on the goals and core values of the chorus.
- To oversee and evaluate the implementation of the strategies developed to achieve long-range plans.
- To establish an appropriate structure of task-oriented groups (teams, committees, staffs etc.) that are responsible for developing the strategies.
- To ensure open communication at all levels of the chorus.

Your selection of a governance structure depends on the leadership style of your chorus director and chorus members. Before making the choice, it is strongly suggested that your chorus hold a special meeting to discuss and agree on core values and goals. Your chorus' leadership – board or team – will make decisions based on the direction established by these goals and values.

### **Goal Setting**

Goals are a standard of achievement. They give purpose to plans and motivate actions. Goals are tangible, measurable and valuable. Goals are set by people, not by organizations. It is common for chapter leaders to set goals and agree about the work to be done. It is also common for chapter leaders to present their goals to the chapter and ask for chapter members to commit to supporting them by agreeing to work toward achieving them. Leaders should welcome member feedback.

If your chapter leaders are goal-oriented, the chances of successful outcomes are significantly increased. Goal-oriented individuals:

- Initiate action.
- Take personal responsibility for goal-driven work.
- Excel at tasks that can be improved, often assessing them from creative perspectives.
- Enjoy solving difficult problems.
- Seek feedback about results and welcome evaluation of their performance.

Goals must be measurable. Goals should be specific and written in language that is easy to interpret. Goals typically inspire action. Your chapter's goals make an important contribution to the achievement of the purpose and mission of Sweet Adelines International. Avoid broad, unattainable goals, such as improve singing and increase membership, by agreeing upon specific, measurable goals. Examples of attainable goals are:

- Increase our chapter membership by 25 percent within the next three years.
- Purchase new risers during the next fiscal year.
- Demonstrate the Young Women in Harmony program in three schools before January.
- Fund our director to the next international directors' seminar.

Goal setting should be an on-going process. Goal setting should be part of your annual chapter calendar and you should include time to evaluate current goals, then adjust, change or add new goals as needed.

## **Making the Decision**

The decision about the chorus' governance structure should be made by its members because it has a great impact on their chorus life. For example, one chorus may agree to balance its focus on vocal production with community performances. Another chorus may agree to concentrate on vocal production and competition success both regionally and internationally. There is room for both of these foci in the organization, just as there is a governance structure for both.

While the switch from one form of governance to another is not terribly difficult, it is recommended that once a switch is made, chorus members give the leadership a one- or two-year trial. If, for example, the management team structure does not work as effectively as the board of directors, the chorus can revert to the previous governance structure at the time of rechartering.

## **Board of Directors**

If your chorus chooses a board of directors governance structure, the *Standard Form Chapter Bylaws* (Article V, Section 1) allow your chorus to choose a six- to 12-member board of directors. The size of the board depends on your chorus' size and the availability of leadership.

The board of directors makes decisions on administrative matters and approves musical decisions made by the musical team headed by the chorus director. The board also oversees the work of individual committees. It is important that the board seek input from the chorus membership when making decisions.

Chapter officers are chosen from the board by a vote of the board. The *Standard Form Chapter Bylaws* (Article VI) describes the duties and terms of the chapter officers.

## **Management Team**

If your chorus chooses a management team, it will:

- Elect five to eight team members.
- Automatically appoint your chorus director (member, nonmember, female or male) as a decision-making member of the team.

This group of elected leaders plus the chorus director may appoint up to three additional team members. You could have as few as six (if you choose not to make any additional appointments) and as many as 12 members on your management team. Your standing rules must specify the actual number of elected and appointed team members.

The entire chorus gives input to the team through such means as goal-setting, questionnaires and discussion of values. The team is responsible for planning and managing the process in much the same way as a board of directors would, but the chorus director is an integral part of the decision-making.

The *Standard Form Chapter Bylaws – Management Team* (Article VI) describes the terms and duties of the management team officers, which are stated below. The method of selecting officers will be specified in the chapter standing rules.

In the management team form of governance, decisions are made through consensus. Consensus may be a new decision-making process for some members of the team, one which typically requires a longer discussion period about issues and results in outcomes that typically are positive for participants.

Consensus is:

- An agreement among team members to support each other for the common good. It can be experienced only when everyone has participated in the decision-making process and can support the final decision. Consensus means that even those who do not fully agree can at least support the group decision, if only for a trial period.
- A flexible process, which often uncovers thoughts and ideas that otherwise might not surface. Through discussion, a more creative or different solution is often reached rather than the one originally conceived. Often groups find routes to agreements that no one recognized when discussion first began.
- A process that accommodates varying points of view. Consensus also means that you have a voice and can block decisions that you cannot accept. However, you must then be prepared to present a viable alternative, not just reject the ideas of others. One value of a diverse team is hearing many points of view, which can lead to better ideas. Decisions made by consensus bring people together rather than polarizing them, as voting often does.

Consensus does not mean:

- That team members are 100 percent sold on every course of action. Not only will different points of view be expressed, but more than one “right” solution may exist. In fact, total agreement on a complex issue is rare. To successfully implement any significant change, team members should be at least 70 percent comfortable with an action. Be aware that the process of reaching consensus can delay a decision.
- Saying “yes” when you really mean “no.” It is important that team members be honest and forthright in stating opinions. Giving your “real” opinion after the meeting, to friends in the parking lot, for example, defeats the team’s purpose. Lack of commitment and follow-through are almost always the result when the “no’s” are not expressed and fully discussed during team meetings.
- Majority rule that forces the minority to go along. When this happens, subtle and overt resistance may occur. Consensus decisions require a degree of discussion and interchange that doesn’t occur in voting.

## **Changing Governance Structure**

Changes to governance structure can only be made at the time of rechartering.

### **Changing the Number of Board Members**

Increasing or decreasing the number of directors on your chorus’ board sometimes can be beneficial to your chapter. The procedure to be followed is described in Article IX of the *Standard Form Chapter Bylaws*:

- Schedule a meeting of the membership. Notify all chapter members at least 10 days prior to the date of the scheduled meetings that the purpose of meeting is to consider a change in the number of board members. Be sure to specify the change that is under consideration, e.g. from eight board members to six.
- At the meeting, present the questions, explain the reasons for requesting the change, and invite discussion and questions. Take a vote of the membership. A change in the number of board members requires a 2/3 affirmative vote of those members present and in good standing.
- If the membership approves the change in the number of board members, update your chapter standing rules and send a copy of the revised document to your regional team coordinator (or bylaws and rules chair) for her approval and signature. Notify the membership department at international headquarters of the change in the number of board members.

It is best to start fresh when changing the size of your board of directors by electing a complete new board. Refer to the initial election procedures outlined in Section II of this guide.

#### **Changing from Board of Directors to Management Team**

The following procedures are recommended to those choruses that opt for the management team governance structure. It is the responsibility of the decision-makers in the chorus to:

- 1) Learn as much as possible about team management.
- 2) Review the pros and cons with thoughtful consideration and analysis as to the forms of governance and make a determination that the management team would best serve the needs of the chorus.
- 3) Present the recommendation to the chorus, citing the main reasons for reaching the decision and provide essential information on the management team structure. Take time to listen to concerns, answer questions and accept suggestions.
- 4) Revise the chapter standing rules to reflect the following:
  - A majority of team members must be elected – minimum five, maximum eight.
  - Specify the term of office for management team members (one-year or two-years) and the number of consecutive terms permitted. Terms are the same for all team members, whether appointed or elected.

There are four required positions on the management team: team coordinator (president), financial manager (treasurer), secretary and chorus director.

- Elected members of the team, along with the chorus director, appoint the remaining members of the team. Specify the number of appointed team members – minimum zero, maximum three.

While revising the chapter standing rules, questions may raise such as:

- How many team members will there be? How many will be elected? Appointed?
- In addition to the four required positions, what specific positions will be included on the team (if any)?
- Will elected members run for a general position on the team or a specific position?
- How will the required positions of team coordinator, financial manager and secretary be selected?

Decisions about these important questions should be made for efficiency and chorus preference. Remember that your chorus' standing rules must not conflict with the *Standard Form Chapter Bylaws – Management Team*.

- 5) Present the amended standing rules to the chorus for approval according to the recommended procedure with the previous notice. Once approval is obtained, the rules must be submitted for review by the regional bylaws and rules chair.
- 6) A change from board of directors to management team may take place only at the beginning of the fiscal year. The board of directors officially dissolves\* on April 30, and the management team takes office on May 1.

Allow plenty of time to prepare for the change from board of directors to management team. It may take weeks of discussion and education with the chorus for everyone to feel comfortable with the plan. Decisions may require several meetings of the board of directors and key leaders in the chorus. The standing rules may go through several iterations before approval is obtained.

*\*Incorporated chapters may find that in their states dissolving a board of directors is equivalent to dissolving a chapter. In those instances, it is acceptable for the board of directors to resign and be replaced by the management team. Additionally, the Articles of Incorporation should be thoroughly checked and amended if necessary. Your state's Corporation Commission is available to answer questions.*

## **COMMITTEE STRUCTURE**

The *Standard Form Chapter Bylaws* (Article VII) state that each chapter should have a nominating committee, a membership committee and a bylaws and rules chair. The bylaws do not specify that these be the only standing committees. Other regular committees may be established to carry out the functions of the chapter. The need for additional committees will depend upon the size and goals of your chapter. Each committee is responsible for developing its own long-range plan that supports the chapter's goals. The board of directors or management team is responsible for the approval, implementation and evaluation of each committee's long-range plan. Each committee also should conduct an ongoing evaluation of its plan as a part of the long-range planning process.

### **Additional Committees**

In addition to the usual standing committees such as education and history, the following committees should be established:

Choreography/Visual Team	e-Group/Telephone	Public Relations/Marketing
Ways and Means/Fundraising	Regional/International Liaison	Competition
Website	Show/Performance	Auditions
Operations/Facilities	Proofreading	

Any additional committees that are formed should be provided for in the standing rules or in a detailed attachment to the standing rules. Job descriptions, if incorporated in the standing rules, should be included as an addendum to the standing rules and updated as functions change.

Throughout the year, all committee chairs should keep accurate records of all activities. Committee files, whether in printed or electronic format or both, are turned over to the succeeding committee chairs at the end of the fiscal year.

Following are some suggested functions of various committee appointees:

**Bylaws and Rules** The bylaws and rules chair acts as an adviser on parliamentary procedure. *Robert's Rules of Order, Newly Revised* has been accepted by Sweet Adelines International as the guide in all cases not covered in chapter, regional and international bylaws, so long as the rules are not inconsistent with the bylaws, policies, standing rules or procedures that Sweet Adelines International may adopt. Parliamentary rules are followed to the extent that chapter meetings are properly conducted, but not so intensely that the group becomes rigid. The chair of this committee must be thoroughly familiar with the bylaws of the organization, and should also be a member of the committee that drafts or revises the chapter standing rules. It is strongly encouraged that an annual review is made of your chapter's standing rules. All revisions of your standing rules should be sent to the regional bylaws and rules chair for review and approval. For assistance in preparing standing rules, refer to Section III of this guide.

**Membership** The primary focus of this committee is membership recruitment and retention. To aid that effort, a variety of membership marketing, event promotion, and publicity templates are available on the Sweet Adelines' website, in the Marketing Center.

This committee needs the support of each member in your chorus because the future of your chapter depends on attracting new members and retaining current ones. The chair of this committee and its members should:

- Spearhead membership drives by working in conjunction with the chorus and regional marketing team and holding events such as guest nights, contests, and encouraging members to bring guests. The committee should employ all local advertising means available to publicize the chapter's activities.
- Promote honest, respectful communication within your chorus.
- Welcome visitors and introduce them to the joy of four-part harmony, barbershop style, which binds the chorus together.
- Keep in mind that the quality of vocal and visual performance will depend on the quality of members accepted. Be familiar with the membership admittance procedures (*Policy Book*, Section III, Div. C).

**Nominating** At least 30 days prior to the annual business meeting of the membership, the president/team leader appoints the members and chair to serve on this committee. It is composed of at least three persons, with ratification of the appointments by a majority vote of the board/consensus of the team. Under the direction of its chair, this committee prepares a list of nominees, which, ideally, will consist of at least twice the number of vacancies to be filled. A single slate shall be valid only if the nominating committee is unable to secure the consent of two qualified members for each position to be filled. A list of qualifications for each nominee is distributed to the membership at least 10 days prior to the date of the election meeting. Nominations from the floor are allowed, provided prior consent of the nominee has been obtained. The chair of the nominating committee should remind the persons selected for the slate that Sweet Adelines International does not permit campaigning in its elections.

**Education** The purpose of this committee is to educate the members on Sweet Adelines International's procedures and policies. The chair of this committee coordinates all educational activities of the chapter and works with all officers, committee chairs and the chorus director to this end.

In planning educational activities, the chair considers what areas of education are needed and lists these areas according to their order of importance. She plans for educational activities well in advance, and reviews all plans and programs with the chapter president/team leader and the chorus director. Education can be provided in the form of demonstrations, lectures, panel discussions, website articles, skits, quizzes, games, or in any number of other creative ways. The education committee chair should be familiar with all areas of this guide, the *Policy Book*, and both the chapter and regional standing rules.

**History** The history committee assembles documents and preserves all records of the chapter's activities. The chair of this committee acts as the chapter's "historian" and strives to record as many events as possible for posterity. Examples of important events to document are: the founding of the chapter, the chartering of the chapter, the first official meeting, the first election and installation, the first chorus/quartet performance, minutes of all meetings, bylaws, bulletins, and records of special activities, occasions, invitations, etc. A link to a history page on your chapter's website, a chapter scrapbook, or possibly a public display, should be prepared using photographs, brochures, newspaper articles, etc., and added to as events occur. All historical records are passed on to the succeeding historian so that subsequent events can be properly documented and added to the historical files.

## **THE CHORUS DIRECTOR**

The chorus director is an integral part of your chapter's musical structure, and is essential to the musical success of the chorus. It is wise to allow sufficient time to find the best possible director for your chorus, even if several months are required. In the interim, a temporary director may be appointed to assume the musical responsibilities until a permanent director is found.

### **Director Search**

Guidelines for Conducting a Director Search are posted on the Sweet Adelines website at: <http://www.sweetadelineintl.org/pdf/directorguidelines.pdf>. A suggested chronological procedure to use for conducting a chorus director search includes the following:

- 1) The needs and goals of the chorus should be determined, including the chorus members' expectations of the director's functions. These items can be discussed during a chapter goal-setting session and finalized during a chapter board of directors/management team meeting.
  - 2) The president/team leader should appoint a committee chair to oversee and coordinate the search for a director. The chapter president or a member of the management team should be included as an ex-officio member of the committee. All suggestions and recommendations regarding potential candidates should be referred to the committee.
  - 3) Potential candidates should be contacted and asked to submit résumés to the search committee chair. When all résumés have been received, the entire committee should review them to determine which candidates should be interviewed. (A sample résumé is included at the end of this section.)
  - 4) Personal interviews should be conducted by the committee. The résumé, in conjunction with the "Prospective Director Questionnaire" (a sample of which also is at the end of this section) should be used as a basis for determining the actual experience and potential of each candidate. After each interview, the committee should determine if the candidate is qualified to audition for the position.
  - 5) Auditions should be scheduled for those candidates who have been interviewed and deemed acceptable. The audition should be planned so that chapter members have the opportunity to observe and evaluate the applicant's:
    - Conducting techniques and ability.
    - Ability to teach new material.
    - Method of reviewing repertoire.
    - General knowledge of vocal production techniques.
    - Communication style and potential as a leader of the chorus.
    - People Skills.
    - Organizational skills in planning and delivering a rehearsal night.
- The search committee should provide an evaluation form to be filled out by chorus members following each applicant's audition.
- 6) The results of the auditions and chorus member evaluations should be reviewed, and the committee should make a recommendation to the chapter board of directors/management team. A second audition may be required of finalists, if the results are inconclusive.
  - 7) The chapter board of directors/management team should make a recommendation to the chorus.
  - 8) The chorus should vote on the recommendation. If the vote is favorable, a written agreement is provided to the new director. If the vote is not favorable, the chapter board of directors/management team decide whether to recommend a second choice candidate to the chorus or begin the search once again.
  - 9) The board of directors, management team or appointees should negotiate a director's agreement, which is amenable to all parties and contains specific language regarding the responsibilities of the chorus and the director. A clear verbal understanding may be reached prior to finalizing the responsibilities in writing. The chorus representatives are responsible for executing the agreement and gathering appropriate signatures on behalf of all parties.

10) Notify your regional leaders of the new director's name, address and other contact information. Complete the online, automated Chapter Officer update form available in the Members Only section of the website to inform International of your new director.

### **Chapter/Chorus Director Relationships**

The chorus director is important to the successful operation of the chapter. (S)he is charged with carrying out one of the purposes for which Sweet Adelines International was formed, "Providing education and training for its members in singing four-part harmony, barbershop style..." Therefore, whether your chorus director is a member of your chapter, a member of another Sweet Adelines International chapter, or a nonmember, her/his musical responsibilities do not change.

In order for chapter members and the chorus director to understand the division of authority and delegation of responsibilities, it is important that all responsibilities are defined in writing. An agreement should be drawn up and executed between the chapter and director. The chorus director should be furnished with a copy of the actual agreement for future reference.

The following responsibilities of the director to the chapter should be defined in writing:

- Attendance at rehearsals  
Amount of notice required in case of absence
- Performances  
Availability of director  
Procedure to use for checking with director before confirming dates
- Competition  
Define chorus' expectations of director's participation
- Educational workshops/seminars  
Define expectations of director's participation in Sweet Adelines International and regional educational events
- Selection of music  
Responsibility/authority of director in selection of music
- Chapter shows  
Responsibility of director in preparation of shows  
Specific areas in which director will have input or final decision
- Choreography  
Responsibility of director in planning and approving  
Role of director in selecting choreography committee chair and members (if applicable)
- Music staff/music committee  
Role of director in establishing or maintaining a chorus music staff or committee  
Responsibility of director in selection of assistant directors, associate directors, section leaders and other vocal leaders  
Procedure to be used to select other musical leaders
- Participation in the Directors Certification Program (DCP)  
Specific expectations or timeline for advancement

The following responsibilities of the chapter to the director should be defined in writing:

- General expenses
  - Method for compensation
  - Method for submitting expense statements
- Salary/stipend
  - Specification of salary or stipend to be paid to the director on a monthly basis
  - Specification of salary or stipend to be paid to the director for additional services (such as directing additional shows/performances)
  - Specifics of non-monetary compensation offered to the director, e.g. show tickets, CDs produced, etc.
- Competition
  - Provision to cover director's expenses when attending competitions (specifics of what is included)
- Educational workshops/seminars
  - Provision to cover director's expenses when attending educational events
- Attendance (if applicable)
  - Include any precompetition, show or performance attendance standards (which, if enforced and applicable, should be outlined in the chapter standing rules) to help ensure a certain number of participants
- Procedure for termination
  - Length of notice required (for both director and chorus)
  - Method of handling

### **Financial Responsibilities (United States Chapters)**

**Independent Contractor** Compensation paid to a director who is an independent contractor is considered "fees for services" rather than wages. Therefore, withholding for income taxes and FICA payments do not have to be made. However, if the director receives \$600 or more in fees from the chapter during a calendar year, Form 1099-MISC must be mailed to the recipient by January 31 of the next calendar year. The chapter must file Form 1099-MISC with the Internal Revenue Service by February 28 of that year.

A director who is an independent contractor should be aware that all fees are considered taxable income and should be reported on her/his individual income tax return.

Each state in the United States has additional tax requirements beyond the Federal requirements listed above. It is the responsibility of the chorus leadership to conform to state and local employment and tax laws as well as Federal law.

**Employee/Employer** Compensation paid to a director as an employee is subject to FICA (Social Security and Medicare) taxes and income tax withholding. An equal amount of FICA taxes must be paid by the employer (chapter) and the employee (director).

The chapter also is required to report all compensation paid to the director as wages on a quarterly basis using Internal Revenue Form 941. The chapter's employee identification number (EIN) or tax identification number (the same number used to file Form 990) should be included on the form, and a chapter check enclosed for the amount of taxes withheld from wages and FICA contributions. Checks should be made payable to the Internal Revenue Service. Deadline dates for filing Forms 941 are April 30, July 31, October 31, and January 31. The chapter must furnish the director with a W-2 Form at the end of the year.

### **Expense Reimbursement**

Any money paid to the director as reimbursement for expenses incurred (whether for special events or in the normal course of her/his duties) is not considered taxable income. The chapter should require receipts or an expense voucher signed by the director prior to reimbursement.

### **Review of Tax Requirements**

It is suggested that each chapter enlist an accountant (or attorney) to review its affairs with respect to tax requirements. Chapters should maintain their agreements with their directors. When properly executed, an agreement can help establish the chorus director/chapter relationship for tax purposes, which is especially important for the independent contractor relationship.

For more information on tax filing requirements, see Section V of this guide.

### **Balance of Responsibility and Authority**

On rare occasions, a director has been allowed to take on so much authority that eventually (s)he appears to be “running” the chapter. Of course, this situation is not ideal. The operation of the chapter should be handled by its board/management team, officers, and appointed chairs. These people are the administrative leaders of a chapter; the director is the musical leader of the chapter. In order to achieve a harmonious relationship, chapter leaders must understand and respect the responsibilities and authorities of one another. In a sense, the leaders are working with each other and for each other. The director works under the supervision of the governing body, and in the case of a management team, is a part of that team. However, the director has a right to specify the conditions under which (s)he will serve, and to terminate those services if the conditions are not met. The chapter members work under the supervision of the director in trying to achieve their musical goals. If a member feels the director is not performing in a satisfactory manner, she may bring her concerns before the governing body.

No director should be allowed to “run” a chapter. However, her/his approval should be solicited when creating choreography, selecting costumes, planning chapter shows, selecting music, programming meetings, etc. The director has the final responsibility or approval for any subject that involves the musical product of the chapter.

Before accusing the director of overstepping her/his bounds, take a long, objective look at the situation. Perhaps the chapter has, by default, forced the director to perform in areas which should rightfully be the members’ responsibility. Neglect of responsibilities can happen so gradually that the director is in the habit of exercising more control than the chapter wants, especially if the administration is seemingly irresponsible in its duties.

As a creative musician, the director may have ideas that (s)he would like to express. In addition, the director must remember it can be detrimental to the morale of the group for one person’s ideas to continually take precedence, even though the ideas may be good. Cooperation, not competition, between director and administration is necessary to ensure a successful and harmonious chapter.

## **Chapter/Director Agreements**

As stated earlier, the chorus director is the musical leader of the chapter and has certain obligations to the chorus members. The chapter also has a definite responsibility to the chorus director, one being to work toward a successful relationship between the two parties. A written agreement between the chapter and chorus director is essential so that each party is fully aware of all responsibilities and expectations. The agreement should be evaluated and, if necessary, renegotiated on an annual basis. It is recommended that the annual agreement period run from July 1 to June 30, or from August 1 to July 31, to allow for a more thorough evaluation after regional competition. It is also recommended that the agreement be read to the entire chorus so that all parties understand their responsibilities.

The following sample résumé, questionnaire and agreements are suggested format only. Your chapter should tailor these documents to fit its own needs.

(SAMPLE)

PROSPECTIVE DIRECTOR RÉSUMÉ

Sweet Adelines International  
Your Chorus' Name Here

Name \_\_\_\_\_ Phone \_\_\_\_\_ (cell)

Address \_\_\_\_\_ Phone \_\_\_\_\_ (other)

City/State/Zip \_\_\_\_\_ E-mail \_\_\_\_\_

**A. Background/Training in General Performance**

1. Indicate areas of participation during high school:

- |  |  |
|--|--|
| <input type="checkbox"/> Choral groups | <input type="checkbox"/> Instrumental groups |
| <input type="checkbox"/> Show choir    | <input type="checkbox"/> Stage band          |
| <input type="checkbox"/> Dance         | <input type="checkbox"/> Other _____         |

2. Indicate areas of participation during college:

- |  |  |
|--|--|
| <input type="checkbox"/> Chorus groups | <input type="checkbox"/> Instrumental groups |
| <input type="checkbox"/> Show choir    | <input type="checkbox"/> Stage band          |
| <input type="checkbox"/> Dance         | <input type="checkbox"/> Other _____         |

3. Formal music education:

a. Did you study music in college?  Yes  No

b. Total music hours: Undergraduate \_\_\_\_ Graduate \_\_\_\_

c. Degree earned: \_\_\_\_\_

d. Indicate areas of concentration:

- |  |  |
|--|--|
| <input type="checkbox"/> Instrumental    | <input type="checkbox"/> Composition         |
| <input type="checkbox"/> Music theory    | <input type="checkbox"/> Directing technique |
| <input type="checkbox"/> Vocal technique | <input type="checkbox"/> Other _____         |

4. Indicate types of directing experience:

a. School vocal groups:

- Elementary (grades 1-5)
- Junior high (grades 6-8)
- High school (grades 9-12)

b. School instrumental groups

- Elementary (grades 1-5)
- Junior high (grades 6-8)
- High school (grades 9-12)

c. College/University

- |  |  |
|--|--|
| <input type="checkbox"/> Choral groups | <input type="checkbox"/> Instrumental groups |
|--|--|

d. Church choir(s)

- |                                      |                                      |
|--------------------------------------|--------------------------------------|
| <input type="checkbox"/> Children    | <input type="checkbox"/> Junior high |
| <input type="checkbox"/> Senior high | <input type="checkbox"/> Adult       |
| <input type="checkbox"/> Other _____ |                                      |

**B. Background/Training in Barbershop Harmony**

1. Indicate present or past membership participation in:

Sweet Adelines International \_\_\_\_\_

Other \_\_\_\_\_

2. Indicate areas of participation in the art form:

Chorus member

Director

Section leader

Quartet

Choreographer

Assistant Director

Other \_\_\_\_\_

3. Indicate other types of experience in the art form:

Coaching

Teaching

Arranging

Other \_\_\_\_\_

4. Indicate training received in the art form:

a. Sweet Adelines International (list attendance at regional and international education events): \_\_\_\_\_

b. Director Certification Program (list highest level attained): \_\_\_\_\_

c. Other: \_\_\_\_\_

**C. Availability**

1. Occupation \_\_\_\_\_ Employer \_\_\_\_\_

2. Do you work evenings?  Yes  No Weekends?  Yes  No

3. Would your work schedule permit you to attend weekly chorus rehearsals?

Yes  No

If not, explain \_\_\_\_\_

4. Would you be available to direct the chorus for:

Daytime performances?  Yes  No

Weekend performances?  Yes  No

If not, explain \_\_\_\_\_

5. Indicate when you would be available to attend educational events:

Weekdays  Weekends  Evenings  Summer

Please provide an explanation for the times when you are not available:

**D. Agreement and Salary Requirements**

1. Indicate salary/fee expected: \_\_\_\_\_
  - a. Indicate instances when you would expect an additional fee for directing:  
 Performances     Extra Rehearsals     Other \_\_\_\_\_
  
2. Indicate any expenses you would expect to be reimbursed for:  
 Travel to weekly rehearsals                       Travel to extra rehearsals  
 Travel to performances                       Travel to education events  
 Costumes     Travel to regional competition  
 Registration fees                                       Per capita fee, chapter dues, etc.  
 Other \_\_\_\_\_
  
3. Other financial requirements, if any: \_\_\_\_\_
  
4. Other compensation required: \_\_\_\_\_  
\_\_\_\_\_

(S A M P L E)

PROSPECTIVE DIRECTOR QUESTIONNAIRE

**Sweet Adelines International**

*Name of your chorus*

Prospective Director \_\_\_\_\_ Date \_\_\_\_\_

1. Describe your thoughts concerning the chorus director's relationship with each of the following:

a. Chapter President or Team Coordinator:

b. Chapter Board of Directors or Management Team:

c. Assistant director(s):

d. Section leaders:

e. Choreographer(s):

f. Music committee:

g. Costume committee:

h. Other

2. As chorus director, what would you expect from the members of the chorus regarding:

a. Attendance at regular rehearsals:

b. Participation in performances:

c. Extra rehearsals:

d. Competition:

3. How do you feel about the use of a chorus coach?
4. Discuss your feelings concerning quality vs. quantity of singers.
5. What would be your criteria for the selection of music for the chorus to perform?
6. From what sources would you expect to obtain music for the chorus to perform?
7. Describe your "ideal" rehearsal schedule for one evening.
8. Describe your approach to teaching a new song.
9. Rate your understanding of vocal technique and proper tone production.
  - a. Are you familiar with Sweet Adelines International's approach to vocal technique and proper tone production?
  - b. Are you able/willing to attend Sweet Adelines International's education events in order to become better acquainted with our methods and philosophy?
10. What is your philosophy regarding competition?
11. Describe your degree of familiarity with Sweet Adelines International's judging structure and rules as defined by the Judging Category Description Book.
12. What is your philosophy regarding chorus performances?

13. What, in your opinion, are the major functions of a Sweet Adelines International chorus director?

14. What are your musical expectations of the \_\_\_\_\_ Chorus?

15. Additional comments:

*(Rev. August 2010)*

(SAMPLE)

DIRECTOR AGREEMENT

I, \_\_\_\_\_, agree to serve as the musical director for the  
\_\_\_\_\_ Chorus. I understand my duties to include:

- Teaching and training members to sing four-part harmony, barbershop style.
- Assessing the musical qualifications of prospective members.
- Establishing and training a musical staff.
- Directing the chorus at all performances, chapter shows and competition.
- Providing a suitable replacement in the event I cannot attend a chorus rehearsal(s) or any of the above-mentioned events.

1. In return for my services, I expect to receive:

\$ \_\_\_\_\_ per \_\_\_\_\_ (week, month, year)

or

\$ \_\_\_\_\_ for each rehearsal I conduct

or

\$ \_\_\_\_\_ for each rehearsal and \$ \_\_\_\_\_ for each performance.

2. Transportation, room and board (actual cost) for all regional and international functions in which the chorus participates. (Individual choruses may wish to include costs to education events such as music schools, directors' retreats, summer music camps, etc.)

3. All costumes and accessories, including dressmaker costs, if necessary.

4. International per capita fees and regional assessments, paid by the chapter.

5. Waiver of all chapter dues and assessments.

In the event I must terminate my services, I agree to give the chorus at least \_\_\_\_\_ days' notice in writing. I also understand that my services may be terminated for just cause, as set forth in the chapter standing rules, after 30 days' written notice from the chapter president/team coordinator.

Signed:

\_\_\_\_\_  
Chorus Director

\_\_\_\_\_  
Date

\_\_\_\_\_  
Chapter President or Team Coordinator

\_\_\_\_\_  
Date

(SAMPLE)

CHORUS AGREEMENT WITH DIRECTOR

We, the \_\_\_\_\_ Chapter, Sweet Adelines International, agree to retain the services of \_\_\_\_\_ as musical director from \_\_\_\_\_, 20\_\_ to \_\_\_\_\_, 20\_\_.

We understand our responsibilities to include:

- Provision of adequate rehearsal facilities.
- Regular and prompt attendance at rehearsals and performances.
- Learning lyrics, music and choreography to all songs promptly and accurately.
- Performing in all competitions in which the chorus participates.

Our financial responsibilities to director include:

1. The chapter will pay the director's international dues and regional assessments. The director will be exempt from chapter assessments and dues.
2. The chapter will pay the director a monthly allowance for transportation expense in the amount of \$ \_\_\_\_\_.
3. The director's registration fees, room, board (this could be a per diem payment or the actual cost of meals), and transportation costs to regional and international conventions in which the chapter participates. These expenses will be paid for a maximum of \_\_\_\_\_ days at the regional convention and \_\_\_\_\_ days at the international convention unless otherwise reimbursed at the regional or international level. Other expenses, or additional days' expenses, may be paid at the discretion of the chapter board of directors.
4. Registration fees, room, board (this may be a per diem payment or the actual cost of meals), and transportation to regional and international music schools, education classes and retreats.
5. The director will be given an honorarium of \$\_\_\_\_\_ per \_\_\_\_\_.

In the event the director's services must be terminated, the chorus agrees to give the director at least 30 days' notice in writing. The director's services may be terminated for just cause, as set forth in the chapter standing rules, after 30 days' written notice from the chapter president/team leader.

Signed:

\_\_\_\_\_  
Chorus Director

\_\_\_\_\_  
Date

\_\_\_\_\_  
Chapter President or Team Coordinator

\_\_\_\_\_  
Date

(SAMPLE)

DIRECTOR/CHORUS AGREEMENT

The following is agreed to between the \_\_\_\_\_ Chapter of Sweet Adelines International and \_\_\_\_\_, chorus director, effective \_\_\_\_\_, 20 \_\_\_\_, to \_\_\_\_\_, 20 \_\_\_\_.

The director agrees to:

1. Attend all regularly scheduled chapter rehearsals, except in cases of emergency or necessary absence. As much notice as possible will be given to the president or team coordinator if absence is necessary.
2. Teach and train the chorus in four-part harmony singing (barbershop style) and provide a minimum of \_\_\_\_\_ hours of rehearsal time at each regularly scheduled meeting.
3. Appoint and assume the responsibility for training a musical staff, consisting of:

\_\_\_\_\_  
\_\_\_\_\_

This staff will serve as consultants and specialists in designated musical areas and will assist the director as required. (You may define the musical staff in this agreement, or refer to an addendum in which the staff is defined.)

4. Be responsible for determining the musical qualifications of prospective members. (The procedure should be documented in standing rules.)
5. Be responsible for determining the music eligibility of members for singing engagements, shows and competition. (The procedure should be described in your chapter's standing rules.)
6. Assume or delegate responsibility for the following aspects of chorus performance: standing positions, music, order or program, emcee.
7. Accept or reject chorus performance engagements in consultation with the chapter president/team coordinator or other designated person.
8. Make arrangements for an assistant to conduct chorus rehearsals and singing engagements when the director cannot attend.
9. Direct the chorus in each competition for which the chorus is eligible, provided all criteria for performing in competition has been met by the chorus members.
10. Cooperate with the show chair in planning chapter shows, and direct the show.
11. Consult with (or serve as a member of) the choreography committee in the planning of choreography, to ensure that it enhances the musical product.

12. Attend \_\_\_\_\_ music school(s) and \_\_\_\_\_ regional meetings per year. (Include all regional and international musical events as desired.)
13. Promote chapter quartets and assist them when possible.

Signed:

\_\_\_\_\_

Chorus Director

\_\_\_\_\_

Date

\_\_\_\_\_

Chapter President or Team Coordinator

\_\_\_\_\_

Date

*(Rev. August 2010)*