

# BARBERSHOP HARMONY SOCIETY



## Society Board Member Orientation Manual

Originally developed by John Donehower, John Santora and Dick Powell

Version v.8 – May 2019

### Configuration Control Log

Date	Action
v.1. September 2014	Initial publication
v.2. May 11, 2015	Miscellaneous updates and corrections
v.3. June 10, 2015	Introduction added; links refreshed; and teleconference voting procedure added
v.4. June 12, 2015	All links updated and verified to work with the new BHS website
v.5. March 1, 2016	Information added on in-person orientations scheduled for November 17, 2016, minor editorial revisions, links updated, and links to IRS and meeting schedule documents added
v.6. June 5, 2017	Editing done to streamline document, remove outdated information and update selected process information
v.7. April 24, 2018	Editing done by Bernard Priceman and Jeremy Albright to streamline document, remove outdated information and update selected process information
v.8. May, 2019	Redesigned, edited and updated by Bernard Priceman

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## PREFACE

Serving on the Society Board is unlike any other opportunity to serve the Society. The faster new Society Board Members can come up to speed in all aspects of their new role, the more effective they will be, and the more fulfilling their service will be. To assist with transition into the Board, two primary means are used: a) this orientation manual and b) a face-to-face orientation with Society leaders such as the President and EVP, the CEO and selected staff members, typically at the Fall Board meeting in November. If the Board meeting takes place in Nashville, new members will also be taken on a tour of Harmony Hall.

To help new Board members further, the two third year Board Members-at-Large (BMALs) will be assigned as official “mentors” for the two new BMALs. During the course of the year they will act in this capacity to smooth the transition of the new BMALs into the life of the overall Board.

- Mentorship may be viewed as a relationship in which a more knowledgeable person helps to guide a less experienced or less knowledgeable person.
- Mentoring supports and encourages people to manage their own learning in order to develop their skills, improve their performance, and maximize their potential.
- In the context of service on the Society Board, the mentor builds a trusted relationship and helps the new BMAL move smoothly from newcomer to fully functioning and contributing board member.

During the 4 months between their election and the November orientation Board members-elect should become totally familiar with the contents of this manual and participate in any scheduled video conference meetings.

[This orientation manual was prepared to assist new members of the Society Board in becoming fully productive and effective as quickly as possible, but it is not possible to cover every topic in extensive detail. Major items have been addressed here and key references have been identified. New Board members are urged to make use of the information in this document and review the identified references to enhance their understanding of Board policies, procedures, and processes as they assume their new role].

We are indebted to Alan Lamson for his assistance in providing earlier versions of the manual as a point of departure and to Randy Loos for his observations and suggestions in the construction of the original version of the Society Board Member Orientation Manual.

Comments and suggestions for changes and additions to this manual should be directed to the Society EVP.

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# WHO ARE WE?

## 1.1 INTRODUCTION

The Society Board is not like a chapter or District board. The Society Board provides oversight to all Society activities and brings its collective experience to bear in this role. The CEO and staff (both paid and volunteer) do most of the day-to-day work of the Society. In all of their work, Board members are expected to be enthusiastic supporters of the Society's Strategic Vision and Strategic Plans, playing an active and effective role in pursuit of our visions and plans. And as they travel and meet with fellow barbershoppers, as Society representatives they are expected to listen to, understand and address the concerns of our members.

In a very real way the deliberations of the Board are similar to what Justice Oliver Wendell Holmes, Justice William O. Douglas, poet John Milton, and President Thomas Jefferson described as the clash in the marketplace of ideas in which we each bring our own experience, insights, and views to bear within a set of shared values and a common vision for the future. Thus, what you bring to that marketplace and the degree to which your perspectives and experiences help us to reach sounder decisions is a key element of your value as a Board member.

Success as a Board member is less about what you are doing and more about who you are being - your ability to listen, your ability to focus your thinking and speech, your ability to participate in reaching a consensus, your ability to participate in the clash of ideas without rancor, and your ability to place the larger interests of our Society before any other consideration.

## 1.2 SOCIETY BOARD

### Officers

- **President:** One-year term, renewable for one-year.
- **Executive Vice President:** One-year term, renewable.
- **Treasurer:** One-year term, renewable.
- **Immediate Past President:** Serves until a new President takes office.
- **Secretary:** CEO serves as secretary (non-voting).
- **President/CEO of Harmony Foundation** (non-voting).

### Members-at-Large

- **Six Members:** 3 Yr terms (unless fulfilling an incomplete term of a Board Member).

Get to know the current Board members at <https://www.barbershop.org/about/our-team/bhs-leadership>. You can also familiarize yourselves with the sections of the Society Bylaws which refer to the Board.

### **1.3 SOCIETY STAFF – CEO, Operations Team, other staff**

The following paragraphs from previous bylaws give a good insight as to the roles and responsibilities of the CEO (Executive Director) and the Operations Team –

#### **CEO**

- The CEO shall be the chief executive officer of the Society under the supervision and direction of the Society Board. The CEO shall assist the Society Board in conducting the business of the Society and shall perform such duties and have such responsibilities as are specified or implied in these bylaws, or as are assigned to the CEO by the Board.
- Together with the Operations Team the CEO shall develop an operational plan of projected activities of the Society office staff for each fiscal year, consistent with the guidance provided by the Board. The CEO shall attend all meetings of the Society Board and shall act as Secretary for the Board. At each Board meeting, the CEO shall report on the progress in implementation of the operational plan for the current year.
- The CEO shall sign all documents requiring signature and through the Society staff shall keep the accounts, receive and deposit the funds of the Society and disburse the funds of the Society, all in a manner prescribed by the Board. The CEO shall cause to be maintained and shall furnish the treasurer with a record of the Society's assets. The CEO's records and books shall at all times be open to the inspection of the Board and any auditors designated by the Board. The CEO shall make an annual report to the Board.

#### **Operations Team**

The Operations Team shall create and carry out operational plans that further the long-term strategic aims of the Board and shall be accountable for results that indicate progress toward achieving those aims. The Operations Team, being the responsibility of the CEO, is structured at the discretion of the CEO.

A full list of current staff members can be found at - <http://www.barbershop.org/about-us/staff/>

The Society's contact information is –

Barbershop Harmony Society  
110 7<sup>th</sup> Avenue North  
Nashville, TN 37203-3704  
Phone: 800-876-7464  
Fax: 615-313-7615

# WHAT DO WE DO?

## 2.1 GOVERNANCE

The Society Board focuses on strategy and policy and is thus a governance board. To ensure that you are both aware of and comfortable with this distinction, you are encouraged to review the following references –

- “*Carver Policy Governance Model in Non Profit Organizations*” at <http://www.carvergovernance.com/pg-np.htm>
- The policy governance model of non-profit board governance as described in the publication “*Boards That Make A Difference*” by John Carver.

### **Categories of policy that are the purview of the Society Board**

- Executive limitations: principles of prudence and ethics that limit the choice of staff practices.
- Board-executive relationship: defining the role of the chief executive officer (CEO), delegating to the CEO, and assessing the CEO performance.
- Board process: how the Board represents the member and provides strategic leadership for the Society.

Given that Board members are moral trustees for the membership, a lot of Board members’ energies will be spent on linkage to the member through public forums, personal contact, focus groups, telephone surveys (including those by third parties), and by other means to establish the concerns, needs, and desires of the membership. With this knowledge, Board members are then prepared to engage in policy discussions based on the values of our members. The Board collaborates with the CEO in the Strategic Planning process and keeps the strategic framework updated (including the Society’s vision and mission). The Board also identifies strategic issues and action strategies to address them, and establishes annual performance targets and budgets.

## 2.2 ROLES AND RESPONSIBILITIES

- The Society Board shall be responsible for the furtherance of the purposes of the Society and the attainment of its objectives, as well as the preservation of its ideals and the extension of barbershop harmony throughout the world. The Society Board shall be responsible for mission statements, and overall Society goals which support the mission statements and the vision statement, and for defining policies by which the Society is to be administered and operated. Each year the Board shall provide the membership with [*in practice, the CEO and Society President prepare, and the Board approves*] a "State of the Society" document reporting the current status of progress toward broad Society goals within the strategic plan motivated by the Society's vision.
- The Board shall have the power to create committees and task forces that report to the Board. The Board shall provide each such committee and task force with a charge according to the strategic plans for the Society, and with a description of the lines of communication relative to their tasks. The charge should include the mission of the committee or task force and state clearly what, if any, authority is delegated to the committee or task force, and the specific results or outcomes for which the committee or task force is accountable. The budgets of all committees and task forces, whether reporting to the Board or otherwise, shall be determined and monitored as part of the Society budget process.
- The Board shall make decisions with reference to depositories for any investments of the funds of the Society.
- The Board shall exercise general control and supervision over all of the officers of the Society.
- Appendix 'B' outlines an excellent "Approach to the Job".

*Note: a committee is ongoing; a task force has a clearly prescribed objective, and when it is accomplished the task force is dissolved.*

# HOW DO WE DO IT?

**OUR VISION - “Everyone in Harmony”**

**OUR MISSION - “The Barbershop Harmony Society brings people together in harmony and fellowship to enrich lives through singing”.**

(The headings in the followings section are placed in alphabetical order, not order of importance).

## 3.1 ACRONYMS

Like most groups, the Barbershop Harmony Society uses acronyms – lots of acronyms! There are over 100 in active use at any time and it is simply not possible to list them all as new ones appear constantly. If you run across one you don’t understand, ask someone to explain it. If no one seems to know, send an email to the BHS Customer Service Team at [customerservice@barbershop.org](mailto:customerservice@barbershop.org) asking for help. They’ll get back to you within 24 hours.

Some of the more common acronyms are listed in APPENDIX ‘D’.

## 3.2 COMMUNICATION

### **General rules to follow**

Assume good intentions on the part of someone with whom you are communicating. Assume they are trying to be helpful.

Email is not a substitute for face-to-face communication or calling someone on the phone. In general, touchy issues or complaints should be handled by telephone or in person, not in an email.

Sending an email does not mean you have communicated with someone. Good communication occurs only when the intended message was received and understood by the party for whom it was meant. Email is a blunt instrument. If you want to make sure something is very clear, make a phone call.



## Email Guidelines

- Email lacks nuance and body language and inflection. Before you send an email or post a comment to a discussion thread in Basecamp, and especially if you are upset, re-read what you have written to ensure that it says what you want to say in a diplomatic and respectful tone. Better yet, have someone else read it and get his or her reaction to your tone. Sometimes it's advisable to wait a day to send it and review it again before sending. You can make more pointed comments by telephone, if necessary, but do not include them in your email.
- Write your email with your audience in mind and do not send your email to folks who do not need to see it. Many times you can respond to the author and not include those who had been copied on the original. Do not send "me, too" posts that merely echo what someone else has said.
- "Reply all" is often not appropriate. Be aware of who is going to get the post if you reply to all, and make sure your wording is respectful to all recipients.
- Try to cut down on multiple emails to the same individual. If you use 'reply all' and notice that someone is listed twice in the CC list, remove the extra email address.
- From time to time you will get a post indicating that a particular staff member, committee chairman, or other barbershopper is deserving of our praise; do not send a copy of your congratulatory post to every recipient of the email.
- Do not forward another person's email to a third party without their permission. We express ourselves with a particular audience in mind. You can create a lot of heartburn if you send along an email to a different party that was not included in the audience that the original author had in mind. For instance, if the Society President writes to you about a problem with a particular committee, it would be very unwise to forward that post on to the committee for comment. If the President wanted it to be read by the committee, he would have copied them in the first place. If you believe the committee needs to see the email, get the President's permission first.
- Be especially careful when sending a post to a staff member or one about a staff member to another party. Be sure that your post is respectful and polite, and that it does not denigrate the staff member. Remember, if you have serious complaints to impart, pick up the telephone rather than put it in an email.
- On occasion, Board members will exchange emails with each other and with specific staff or committee members on sensitive topics. These emails should be dealt with in the context of "attorney / client" communications and be treated with the utmost security and discretion.

The Board makes extensive use of Basecamp, an online tool used to communicate and participate in secure and private discussions. Board members should become familiar with and be prepared to use Basecamp to ensure that their thoughts are considered and that discussions proceed in a timely manner.

For a detailed Basecamp tutorial visit - [https://www.youtube.com/watch?v=hT4DrrLU4\\_w](https://www.youtube.com/watch?v=hT4DrrLU4_w)

### 3.3 ETIQUETTE

With the age of social media, our words and actions are amplified more than ever before. With smart phones, our pictures and words are instantly splattered all over Facebook. What do your actions and words say about you? Are you a role model? We don't expect perfection because none of us is perfect. But Society Board Members must recognize they are held to a higher standard, and always work towards living to that standard. What you do and say does matter. It reflects on us all. Be a role model in every waking moment. That will make a difference in people's lives, Board member or not. Here are some helpful hints in this regard -

- Support the Society by refraining from public criticism of its rules, leaders, and decisions. Critical evaluations of the Society and its programs and personnel should be handled through proper channels and procedures.
- Exhibit care in language, deportment, and appearance when representing the Board and the Society.
- Be civil and courteous at all times, even when in disagreement.
- Support, by word and deed, the policies, rules, and regulations of the Society.
- Avoid personalizing issues and support the decisions of the Board, even if you disagree.

### 3.4 EXTERNAL ROLES and FUNCTIONS

#### **Serving as a Society Board Representative to a District Convention**

- The practice of Board members visiting Districts has seen changes in recent years. In the past, the Society Board sent a Board representative to each District at least twice each year. However, in 2016 and 2017 this practice was modified to permit special visits and presentations by members of the Strategic Planning Committee and senior staff members from Harmony Hall. Subsequently, and at the request of the Districts, assignment of Board members to represent the Society at District conventions was discontinued in favor of visits by the Society staff. This practice is sure to change again so stay tuned.
- The events to which the representative (typically an officer or BMAL) was assigned included: 1) Spring and Fall conventions at which a District HOD or District Board meeting was held and 2) District HOD meetings or District Board meetings which were not held in conjunction with a District convention. In most cases BMALs were assigned to attend their assigned Districts' conventions. A Board member can serve on a judging panel as well as be the Board representative, but it is difficult to find the time to talk with members of the District Board and other barbershoppers (outside of contestants) if that happens.
- A Society Board member who attends a District convention, HOD or District Board meeting other than as an assigned representative shall do so at their or the District's

expense. Hopefully the District also picks up most or all of the meals. BMALs are encouraged to attend the District Board planning meetings in their assigned Districts if it is separate from a convention weekend. Schedules for such visits are usually distributed by the Society EVP in good time for planning travel.

- The Society Board representative will share a combined message from the Society President and CEO (sent out by email in advance of the conventions) with the District's HOD (if it meets during the convention) and the District Board, if the Board member can arrive in time to meet with the District board. Every effort should be made to arrive early enough to meet with the District Board and it is important to keep your remarks brief (typically less than ten minutes).
- Consult your assigned District for the appropriate dress code for all convention activities, especially the HOD. Coordinate travel well in advance with the knowledge of the District schedule. Don't be surprised.
- Occasionally, District conventions provide a time for attendees to meet with you to ask questions or get information. Find out in advance if there is such a session and, if so, when it is.
- Districts sometimes do a wonderful job of hosting the Board member and at other times do not. Be prepared either way.

Following any visit a board member makes to a District, a report should be sent to the Board and the CEO, describing any issues or discussions that may require action, or items about which the rest of the Board should be aware. There is no longer an official form for this purpose, but Basecamp would be an appropriate medium.

BMALs are expected to play an important role in their assigned Districts (see the Society Board Liaison Description for more information on this specific role). BMALs represent, but is not an advocate for, the concerns and perspectives of their assigned Districts to the Society Board. They are unofficial members of the leadership teams in those Districts and use their experience and capabilities to help the Districts achieve success. Based on the invitation of the specific District President, they may be fully or minimally involved with the District Board and their plans. The Liaison should reach out (phone, text, email) and stay in touch with the DP and DEVP, being aware of any issues and general planning of that District. BMALs act as representatives of the Society Board in their assigned Districts, in order to encourage effective leadership succession and to create enthusiasm about the Society's future direction. Moreover, BMALs provide to the Society Board insights as to the strengths and weaknesses of the District governance and management structure from their own perspective as a member of those District leadership teams.

Be prepared to be asked to serve in any of the following capacities at a barbershop function -

- Presentation of chapter charter.
- Installation of chapter officers.

- Emcee or presenter for a show or at a District convention contest session.
- Song leader.
- Presentation of special awards (BOTY, membership, etc.).
- Installation ceremonies (available from the Society website).

### **3.5 INTERACTION WITH STAFF**

- Staff members do not work for you; they work for the CEO/Executive Director and only indirectly for all Society members. Staff members do not report to you.
- If you have a request of a staff member that will cause them to spend any significant amount of time on a project, then you need to get permission from their direct supervisor before you make the request
- Be sure to send staff members an email (or personal note) of congratulations or appreciation when it is appropriate and copy in their immediate supervisor.

### **3.6 MEETINGS**

#### **3.6.1 Dress code**

Is at the discretion of the Society President. Coat and tie are usually required for formal meetings (normally on Tuesday at International and Thursday at Midwinter) and “business casual” for informal meetings (Spring, Fall and all other meetings). You will be advised of the dress code required in advance of all meetings.

#### **3.6.2 Guests**

Every member of the Society is able to and is encouraged to attend Board meetings, except for Executive Sessions. Video conference invitees are at the discretion of the President or the CEO. It is common for certain senior staff members to attend Board meetings.

#### **3.6.3 Meeting format**

Either face-to-face or on a video conference call (currently via Zoom Video Communications). The Board makes use of video calls to conduct routine business and to make it possible for us to have meaningful discussions both prior to and at our face-to-face meetings. See Appendix ‘C’ for helpful hints” for video meetings.

#### **3.6.4 Preparation**

- Being a member of the Board requires ongoing attention to issues of concern and may require daily reading of Basecamp postings and email. In the weeks just prior to a meeting you may spend many hours preparing. Board information and materials typically arrive in the weeks before Midwinter, International, and Spring and Fall meetings. In addition,

materials in support of video conference meetings are normally sent out in the days prior to the scheduled meeting.

- Materials in support of all matters to be considered at a Board meeting are required to be in the hands of the members 15 days prior to that meeting. Make sure you have time to study all the material before the meeting. A person making a report to the Board will assume that you have read and understood the materials sent in advance. Be prepared.
- If possible, ask questions of committee chairmen, staff, District leaders, or other Board members as appropriate, in advance of the meeting so that you have all the information you need to make a decision.

### **3.6.5 Procedure**

According to Wisconsin law, unless the articles of incorporation or bylaws provide otherwise, the Board may permit any or all Board members to participate in a regular or special meeting, or in a committee meeting of the Board, by any means of communication, provided that any of the following occurs:

- All participating Board members may simultaneously hear or read each other's communications during the meeting.
- All communications during the meeting is immediately transmitted to each participating Board member, and each participating Board member is able to immediately send messages to all other participating Board members.

If a meeting is to be conducted through the use of any means described above, all participating Board members shall be informed that a meeting is taking place at which official business may be transacted. A Board member participating in a meeting by any means described above is considered to be present in person at the meeting. If requested by a Board member, minutes of the meeting shall be prepared and distributed to each Board member.

In addition to the Secretary verifying that a quorum is present, it is desirable that the Secretary state at the beginning of the meeting how Board members were made aware of the meeting, and responses from any Board members who are unable to attend. Note, the absence of a member does not negate the possibility of an electronic meeting. As long as all Board members had a method to participate, had they been available, the statute is satisfied. A roll call should be taken to verify that all available Board members are present AND able to participate. Once everyone is connected and able to participate, the President may proceed with the items on the agenda.

Under the Robert's Rules Small Board Rules, it is no longer necessary to have motions and seconds (see Appendix 'A'). The President may, hearing the sense of the Board to take an action, ask if the Board agrees by unanimous consent to take an action. To ensure that everyone understands the question before the Board, and for clarity in the minutes, it is recommended that the proposed action be stated as a motion and the following process be followed:

1. The President restates the motion being considered even though the original motion may have been made by a Board member;
2. The President asks if there is unanimous consent;
  - a. If no negative votes are heard, the motion passes
  - b. If any negative vote is heard, a roll call vote will be necessary
  - c. Before proceeding to a roll call vote, further discussion on the proposed motion should be allowed
  - d. Once the President believes all non-repetitive discussion points have been heard, a roll call vote should be taken.

### **3.6.6 Schedule**

The Board meets four times per year for formal meetings, with two at Society Conventions (Midwinter and July) and the other two at the discretion of the President but typically face-to-face in Nashville, or possibly via two or more video calls, all based on items the Board needs to address. Video calls are normally scheduled for 7:00 PM Central Time on the 3<sup>rd</sup> Sunday of the month. The Secretary to the CEO will inform Board members of upcoming meetings with as much notice as possible.

Board members are expected to make Board meetings a priority over other obligations, including but not limited to District conventions and chapter shows. Every Board member is expected to attend every meeting.

At the two main conventions, on the day after the social evening described below in “Significant Others”, the Board meetings begin. The first day is a full day of meetings for the Board, possibly including an election to fill an out-of-cycle vacancy. This first full day will also possibly include a face-to-face meeting with the District Presidents Council. And as become routine recently, there is another late-night meeting on this day in the President’s suite, for additional discussion on larger issues that may be before the Board.

The final meeting is the following day, is the most formal and is usually the shortest. Coat and tie are required for this meeting and at the Midwinter meeting new members are officially installed. In most cases, this meeting adjourns shortly after noon. A Keynote Address is generally scheduled following the Board meeting.

After contests at Midwinter and International Conventions the President hosts a reception in the President’s suite to which Board members, Board members-elect and significant others are invited. The President’s significant other and the administrative assistant to the Society CEO typically plan these receptions but all significant others are welcome to assist and help make Board candidates’ significant others feel welcome. The President also officially hosts the Society-wide Chorditorium on the last night of each convention.

### **3.6.7 Singing**

Formal Board meetings open with the singing of the national anthems of Canada and the United States (important to know both songs). The Society President will appoint a Board member to lead each song.

For each formal Society Board meeting, the Society President will assign a Board member such as - to lead a song, blow the pitch pipe for votes, be the “Governance Advocate,” be the “Sergeant at Arms,” and be the “Parking Lot Attendant” for subjects raised and to be dealt with at a later meeting.

### **3.7 TRAVEL & EXPENSES**

#### **Travel, housing and meal expense reimbursements**

- The Society will make reservations and pay for your room at meetings. For convention meetings, the Society pays for a room for each person. For non-convention meetings, the Society pays half-rate and assumes you will share a room. If you choose not to share, you are expected to pay for the other half of the room. The Executive Assistant to the CEO will send out a matrix before each meeting, requesting the flight details and accommodation needs for each Board member. Do not follow President’s Council (HFI) instructions in regard to housing unless told to do so by the Executive Assistant.
- The Society provides a \$50/day per diem, rather than actual meal costs to cover \$10 for breakfast, \$15 for lunch and \$25 for dinner. Any group meals provided will be deducted from the per diem. Current practice provides for per diem to be paid to Board members in advance of Midwinter and International Conventions.
- For roundtrip coach class airfare to Board meetings, search the web for the best price before you purchase an airline ticket. In addition to sites like Expedia or Orbitz, be sure to check the individual airline sites to see who has the best price. If the price exceeds \$500, you need prior approval of the Chief Financial Officer. Don’t wait until the last minute, since airfares can become extremely expensive in the days just prior to your departure. Should you elect to drive, mileage will be reimbursed at the current BHS rate, not to exceed the cost of a coach airfare ticket.
- An Expense Report is required for all reimbursable expenses. It can be found at <http://www.barbershop.org/files/documents/businessandfinance/Expense%20Report%20-%20Excel%20Template.xls>. Send the Expense Report, with any applicable receipts to [reimbursements@barbershop.org](mailto:reimbursements@barbershop.org), with a copy to [mtankersley@barbershop.org](mailto:mtankersley@barbershop.org) (Megan Tankersley, Executive Assistant). Reimbursable expenses over \$25 will require a receipt.

#### **Society and District Convention Registrations**

- The Society provides one registration for Board members for International, but Board members buy their own registrations for Midwinter, and preferably well in advance to facilitate plans for housing, VIP seating, etc. Three hotel nights are paid for at each convention.
- Districts have different policies about reimbursing expenses for Society Board representatives attending their conventions. You should check with the District President or Treasurer of each District. When a Board member is attending a District convention or

other function as the designated Society Board representative, he is compensated according to Society policies governing travel. Normally the Society will cover the cost of travel (air fare, taxi, parking, etc.) and the District will provide a room, convention tickets and some meals. But that isn't true in every case so you must check and act accordingly.

### **3.8 SIGNIFICANT OTHERS**

It is appropriate and encouraged for significant others to be present at the Midwinter and International Conventions, where the Board arrives for meetings prior to the major events of the convention. Normally, the Board meets for a social function on the first evening, with significant others in attendance. Often, this function includes Board candidates, giving Board members a chance to get to know them in a social setting and a chance for the candidates and their significant others to be comfortable with the Board members and their own significant others. It has become traditional for the significant others to adjourn to a separate location after a time, while the Board and candidates meet informally to discuss issues.



## REFERENCES

**Bylaws -Society**

<https://barbershop-org.s3.amazonaws.com/PDFs/EiH/BHS-Society-Bylaws-2019.01.01-FINAL.pdf>

**Bylaws - District**

<https://barbershop-org.s3.amazonaws.com/PDFs/EiH/BHS-Standard-District-Bylaws-2019.01.01-FINAL.pdf>

**Bylaws - Chapter**

<https://barbershop-org.s3.amazonaws.com/PDFs/EiH/BHS-Standard-Chapter-Bylaws-2019.01.01-FINAL.pdf>

**Board Policy Manual –**

<https://www.barbershop.org/files/documents/board/Board%20Policy%20Manual.pdf>

**Society Operations Manual –**

<https://www.barbershop.org/files/documents/businessandfinance/Society%20Operations%20Manual%202-24-12.pdf>

**Society Board Liaison Description -**

<http://www.barbershop.org/files/documents/board/Society%20Board%20Liaison%20Description%20Jan%202014.pdf>

**IRS Tax Determination Letter**

[http://www.barbershop.org/files/documents/businessandfinance/2-19-2015%20AFFIRMATION%20OF%20501\(C\)\(3\).pdf](http://www.barbershop.org/files/documents/businessandfinance/2-19-2015%20AFFIRMATION%20OF%20501(C)(3).pdf)

## APPENDIX 'A'

### **Special Rules for Small Boards** **Robert's Rules of Order, Newly Revised, 11<sup>th</sup> Edition**

In a board meeting where there are not more than about a dozen members present, some of the formality that is necessary in a large assembly would hinder business. The rules governing such meetings are different from the rules that hold in other assemblies, in the following respects:

- Members may raise a hand rather than standing when seeking to obtain the floor and may remain seated while making motions or speaking.
- Motions need not be seconded.
- There is no limit to the number of times a member can speak to a debatable question. Appeals, however, are debatable under the regular rules\* – that is, each member, (except the chair), can speak only once on debate on them, while the chair may speak twice.
- Informal discussion of a subject is permitted while no motion is pending.
- When a proposal is perfectly clear to all present, a vote can be taken without a motion's having been introduced. Unless agreed to by unanimous consent, however, all proposed actions must be approved by a vote under the same rules used in larger meetings, except that a vote can be taken initially by a show of hands, which is often a better method in small meetings.
- The chairman need not rise while putting questions to a vote.
- If the chairman is a member, he may, without leaving the chair, speak in informal discussions and in debate, and vote on all questions. \*\*

\* Motions to close or limit debate, including motions to limit the number of times a member can speak to a question, are in order even in meetings of a small board, although occasions where they are necessary or appropriate may be rarer than in larger assemblies.

\*\* Informal discussion may be initiated by the chair himself, which in effect, enables the chairman to submit his own proposals without formally making a motion as described on pages 33-35 [§4 of Robert's Rules] (although he has the right to make a motion if he so chooses.)

## **APPENDIX 'B'**

### **A Board Member's Approach to the Job**

(Adapted from "A Board Member's Toolkit" by Wilford A. Butler and "Your Roles and Responsibilities as a Board Member" by John Carver).

1. Be prepared to participate responsibly.
2. Be responsible for group behavior and productivity.
3. Be proactive.
4. Honor divergent opinions without being intimidated by them.
5. Use your special expertise to inform your colleagues' wisdom.
6. Tolerate issues that cannot be quickly settled.
7. Don't tolerate putting off the big issues forever.
8. Support the Board's final choice.
9. Continually review mission, vision and plan.
10. Strategic thinking is a special responsibility.
11. Resist the temptation to micromanage.
12. Respond promptly to email and Basecamp communications.

## APPENDIX 'C'

### Video Conference Meetings

Video conference meetings are a key element of the operation of the Board. Here are some “helpful hints” that can make your participation trouble free –

- If you are unable to attend a scheduled call, notify the President, EVP and other host or moderator (if any) by email and voicemail prior to the scheduled start of the call.
- Please try to join the call 10 minutes before the start of the call so you have time to cope with any unexpected connectivity issues.
- If you plan to participate via phone due to travel or other circumstances, please make a note of the toll free number and meeting ID before dialing in. Since you will not see a mute/unmute button, you can toggle this feature with ‘\*6’. Similarly, since you cannot be seen raising your hand, you can use ‘\*9’.
- Please shut down any browser you may have running other than the video company site.
- Once you are on the call please mute yourself whenever not speaking and remember to un-mute yourself when you wish to speak. Recent experience demonstrates that our systems can easily pick up typing, paper shuffling, finger tapping, dogs barking, clanking cups and plates and cutlery, and many other background noises, so please be considerate and use mute to keep the line clear.
- If you are using both your computer and a phone to connect to the call, please remember to mute your computer connection to prevent a feedback loop.
- If you are using your computer for audio and visual connections, please consider using headphones to reduce background noise.
- If you experience a problem of any kind, log off and back in again to see if that clears the problem. If it does not, send a text or email to the meeting host requesting assistance.

## APPENDIX ‘D’

### Acronyms

ACDA	American Choral Directors Association
AHSOW	Ancient & Harmonious Society of Woodshedders
AIC	Association of International Champions
ASCAP	American Society of Composers, Authors & Publishers
ATC.DEEM	(Travel Management System used by Staff and Board)
BHS	Barbershop Harmony Society
BMAL	Board Member-At-Large
BMI	Broadcast Music Inc.
BOD	Board of Directors
BOR	Contest and Judging Board of Review (Category-specific)
BOTY/M	Barbershopper of the Year/Month
C&J	Contest & Judging
CA	Contest Administrator
CAR	Cardinal District
CCQS	Choruses, Chapters, Quartets, Singers
CDA	Choral Directors of America
CDD	Chorus Director Development
CDP	Cultural Data Project
CEO	Chief Executive Officer
CIO	Chief Information Officer
CMO	Chief Marketing Officer
CMRRA	Canadian Musical Reproduction Rights Agency
COA	Community of Artists
CRM	Customer Relationship Management
CSD	Central States District
CSLT	Chapter Support and Leadership Training
CVP	Chapter Value Proposition
CVP	Chapter Visitation Program
C&J	Contest & Judging
DDE	District Documents Editor
DEF	District Endowment Fund
DET	District Events Team
DELASUSQUEHUMAC	District Honor Chapter, aka DELA
DIX	Dixie District
DOT	District Operations Team, Ops Team
DP	District President
DPC	District Presidents Council
DRCJ	District Representative C&J, (Contest and Judging)
DS	District Secretary
DT	District Treasurer
DVP	District Vice-President

EC	Ethics Committee
EiH	Everyone in Harmony
EOM	End of Month
EOY	End of Year
EVG	Evergreen District
EVP	Executive Vice-President
FC	Finance Committee
FTE	Full Time Employee
FWD	Far Western District
G&B	Governance and Bylaws Committee
HCE	Harmony College East
HCI	Healthy Chapter Initiative
HFA	Harry Fox Agency
HFI	Harmony Foundation International
HH	Harmony Hall (Nashville)
HI	Harmony Inc.
HMC	Honorary Membership Committee
H OD	House of Delegates
HOF	Hall of Fame Committee
HQ	Headquarters (BHS offices in Nashville, Tennessee)
HU	Harmony University (Belmont University, Nashville)
ILL	Illinois District
IPDP	Immediate Past District President
IPP	Immediate Past President
JAD	Johnny Appleseed District
JCI	Junior Chorus Invitational
JQC	Junior Quartet Contest
KPI	Key Performance Indicators
LA	Leadership Academy
LEEAP	Leadership Encouragement and Education Assistance Program
LMS	Learning Management System
LOL	Land O Lakes District
LOPT	Leadership Operations Project Team
M-AD	Mid-Atlantic District
MD	Membership Development
MECS	Music Educators Conference Support (Plan)
MGPP	Multi-Generational Project Plan
MOC	Memorandum of Cooperation
MUS C&J	Music Judge
M&P	Music and Performance
M&PR	Marketing and Public Relations
NAfME	National Association for Music Educators
NED	North Eastern District
NGB	Next Generation Barbershop
NGT	Next Generation Tour
NSC	Carolinas District
NYSSMA	New York State School Music Association (Manual)
OCAC	Outreach Certified Advisors and Clinicians

OHH	Operation Harold Hill
ONT	Ontario District
OPT	Society Operations Project Team
P&E	Participation & Engagement
PDP	Past District President
PIB	People Interested in Barbershop
PIO	Pioneer District
PM	Project Manager
PROBE	Public Relations & Bulletin Editors
PRS C&J	Contest and Judging Presentation Judge
PSP	Past Society President
RMD	Rocky Mountain District
SAC	Society Activities Committee
SAI	Sweet Adelines International
SBoD	Society Board of Directors
SBM	Society Board Member
SCJC	Society Contest & Judging Committee
SESAC	Society of European Stage Authors and Composers
SEVP	Society Executive Vice-President
SLD	Seneca Land District
SLF	Society Leadership Forum
SNG C&J	Singing Judge
SOCAN	Society of Composers, Authors, and Music Publishers of Canada
SOpt	Strategic Operations Team
SP	Society President
SPC	Strategic Planning Committee
ST	Society Treasurer
SWD	South Western District
SUN	Sunshine District
TBD	To Be Determined
TOKOTOALOTBHS	The Official Keeper Of The Official Acronym List Of The BHS.
VP E	DVP-Events
YBQC	Youth Barbershop Quartet Contest
VQC	Varsity Quartet Contest
VQI	Varsity Quartet Invitational
YIH	Youth in Harmony
youSING	Entry Level Program for NGB
YPT	Youth Protection Plan
YTD	Year to Date