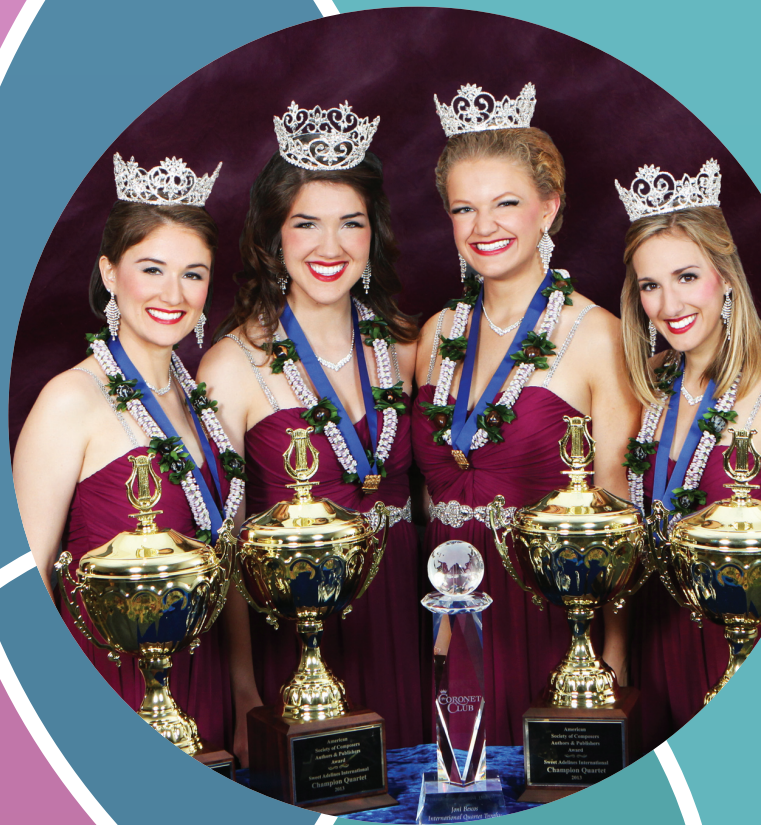




SWEET ADELINES
INTERNATIONAL



THE *President's* KIT

2014

real women. real harmony. real fun.

Responsibilities

Congratulations! You have been elected president or team coordinator of your chorus. This leadership role is crucial to the health and well-being of a successful chorus. Often, you may be behind the scenes, making sure everything runs smoothly and efficiently. Your efforts and expertise are not always seen, but your guidance and commitment to your chapter can be felt by all members. We offer you our sweetest thanks for dedicating yourself to your chorus and the betterment of the organization as a whole. Welcome.

YOUR POSITION:

“True leaders understand that leadership is not about them but about those they serve. It is not about exalting themselves but about lifting others up.” – SHERI L. DEW

As chapter president/team coordinator, you are a leader. You are responsible for ensuring your team carries out its respective functions effectively. You will call to order all team meetings and, in consultation with team members, set the agenda for the meetings. You will keep chapter members up-to-date on the work of the team, and you will represent your chapter at regional meetings.

In this kit, you will find our tried-and-true methods, suggestions and tools for becoming a successful Sweet Adelines leader.

I. Homework

- A. Meet with the past president/team coordinator, exchange files and information she has from her term.
- B. Review the following materials:
 - Standing Rules and Bylaws
 - Chapter Guide
 - President/team coordinator's files
 - Past reports and minutes
 - Past appointments
- C. Write down goals for yourself as the new chorus president/team coordinator. What would you like to achieve during your term?

II. Meet with your director

- A. Arrange a meeting – not on a regular rehearsal night.
- B. Some items to cover:
 1. Get acquainted.
 2. Discuss goals: hers/his, yours, the chorus' goals. Plan a goal-setting session for the chorus.
 3. Discuss appointments (hers/his and yours) so you can use the most people to your best advantage. Putting the right people in the right jobs brings success.
 4. Establish a regular time (weekly) that you and your director can talk (not on a rehearsal night).

5. Establish strategies for handling problems, concerns, complaints, etc., together.
6. Review present concerns, plans, scheduling and special events that may already be on the chorus calendar.
7. Discuss the director contract (if that was not done by the outgoing administration).
8. Discuss and identify Music Committee budget items.

III. Meet with the executive committee

From this group, select possible committee chairs and members. Then create a committee recommendation list for the board/management team.

IV. Budget meeting

Hopefully, the outgoing chairs have discussed with you the future needs of each committee area. You can also use past reports, budgets, as well as invaluable resources such as the past treasurer, past president/team coordinator, etc. Formulate a budget for the coming year and then present it to the board/management team and/or membership per your standing rules.

V. Board/management team meetings

You will likely have a sample agenda for meetings in the files you obtained from your predecessor, which you should use as a guide. For more information regarding conducting effective meetings, refer to the *Chapter Guide*. Here are some important items to include:

- Discuss the role, authority, confidential-ity, communication, and responsibilities of the chorus board/team members. Be sure each of the members has an updated copy of the chapter standing rules.
- Ratify your chairs.
- Review and approve the budget.
- Complete director contract (if not done by outgoing administration).
- Schedule regular meeting dates for the board/ management team for one year.

VI. Post homework

- A. Call/speak to each prospective chair personally.
- B. Plan an orientation and exchange of committee files.

Leadership Skills

CHOOSING TO LEAD

“Great leaders are almost always great simplifiers, who can cut through argument, debate and doubt, to offer a solution everybody can understand.” – COLIN POWELL

The biggest decision a leader makes is the choice to become one. However, many and varied skills are required for a successful term, such as the ability to motivate and inspire, to manage and to communicate well. This toolkit focuses on expanding your knowledge in two leadership target areas: the key characteristics of successful leaders and conflict resolution. When used effectively, these guidelines will help you achieve your goals.

Key Characteristics of Successful Leaders

1. Know your strengths and weaknesses.

Write down what you know about yourself. Be honest. Identify your strengths, the skills you are most comfortable with, and your weaknesses, the traits that need a little work. Having trouble? Seek out the advice of a trusted friend who will tell you what they see.

2. Be educated. Learn everything you can about the organization. Your team will be confident in a leader who is knowledgeable about the organization and their chorus.

3. Lead by example. Provide direction for your group with their opinions in mind. Take the initiative. Be willing to carry out the same work you ask of your team.

4. Be accountable and trustworthy.

Take responsibility for problems without blaming others. Be true to your word. Be loyal and you will be rewarded with loyalty in return.

5. Provide inspiration. Don't be afraid to share your passion with your team. Be open. Communicate with genuine emotion. Shared passion builds enthusiasm and unity.

6. Show appreciation and recognition.

People thrive on recognition and appreciation for their hard work and talents. Offer kind words and thankfulness for good deeds.

7. Encourage open communication.

Being open-minded to others' ideas and opinions allows for growth. Let your team know they can talk to you about issues as they arise. Organize discussion panels for all group members so they know their voices have been heard and understood – before final decisions are made.

4. Look to compromise. Rarely does every team member have identical ideas and thoughts. Do your best to make decisions that incorporates the opinions and needs of each person. This is a difficult task but if done well, you can solve most issues and prevent other problems from arising.

5. Resolve arguments quickly.

Do not let arguments linger. Make amends. Put disagreements behind you as quickly as possible.

Reading through this toolkit carefully, and absorbing its contents, will have you well on your way toward becoming a high-functioning leader. Being a leader means staying educated. Know what's going on in the organization through *The Pitch Pipe*, webinars, website, social media and educational sessions.

Resolving Conflicts

1. Be proactive. Avoid reactive situations by setting plans in place beforehand. Be prepared. Answer questions or concerns before they escalate.

2. Avoid showing anger. Anger can show itself in many aggressive or passive ways. From evasiveness to bullying, from playing the blame game to slamming the door, expressing anger in an unhealthy way is harmful and unproductive to your team.

3. Discuss mistakes without placing blame. Avoid placing blame on any one individual. Instead, make general statements about what should or shouldn't have taken place.

Parliamentary Procedures

Parliamentary law and parliamentary procedure are basic principles that guide us in conducting the business of the organization in an orderly fashion. Some basic principles are:

- The purpose of parliamentary procedure is to facilitate the transaction of business.
- All members have equal rights, privileges, and obligations.
- The majority vote decides questions, except in cases where the basic rights of a member are involved (changing rules, closing discussion, etc.). When everyone is in agreement on a noncontroversial subject, a consensus may be taken.
- The right of the minority must be protected.
- Every member has the right to full and free discussion of every proposition presented for decision.
- Every member has the right to know the meaning of each question presented and what its effect will be.
- All meetings must be characterized by fairness and good faith.
- Courtesy to all.
- One item of business at a time.
- Partiality for none.
- The organization is paramount.
- An established minimum number of voting members (quorum) must be present before business may be conducted.

Bylaws

- In Sweet Adelines, bylaws can be adopted or changed only by the International Board of Directors.
- Define the primary characteristic of the organization.
- Prescribe how the organization functions.
- Include all rules that the organization considers so important that they (a) cannot be changed without previous notice to the members and the vote of a specified large majority (such as 2/3 vote) and (b) cannot be suspended (waived).
- Contain whatever limitations are placed on the powers of the assembly of the organization (that is, on the members attending a particular one of its meetings, such as board members).
- Have a direct bearing on the rights of members within the organization.
- Should be given to each member on joining the organization.
- Subjects covered in bylaws:
 - Name of the organization
 - Its object
 - Members
 - Officers/Board of Directors
 - Meetings
 - Committees
 - Parliamentary authority (*Robert's Rules of Order, Newly Revised*)

Policy

- Interprets or makes clear the intent of the bylaws.

Standing Rules

- Are related to the details of the administration of the chapter.
- If previous notice has been given, a simple majority vote can be used to change or waive standing rules.
- Are adopted by the chapter as the need arises.

Rules of Order

- *Robert's Rules of Order, Newly Revised* is the parliamentary authority of Sweet Adelines.
- In contrast to *bylaws*, the rules of order are derived from parliamentary law or the democratic process in general, rather than from the circumstances of a particular organization.
- In cases of conflict, special rules such as bylaws, policy, and standing rules supersede rules of order as stated in the parliamentary authority.
- Rules of order deal with the means by which business is brought before the assembly (quorums, motions, reports, etc.).
- By adopting a parliamentary authority, the organization is saved from having to write down procedural issues such as how to obtain the floor, amend a motion, and the like.



Absentee Voting

In a legal meeting, if a member of an organization is not present at the time a vote is taken, their vote does not count. This is a fundamental principle in a democratic society. Exceptions to this rule must be expressly stated in the bylaws or standing rules. If the standing rules permit absentee votes, then the following rules apply:

Absentee votes are not counted as part of the quorum (one more than half) necessary for the chapter to do business. Absentee votes are counted in the number necessary to pass/defeat the questions.

Absentee votes must be by ballot (written); proxy voting (letting someone else vote for you) is not allowed in a membership organization such as ours where membership is not transferable.

An absentee ballot should be placed in a sealed envelope; the voter should sign her name across the flap of the envelope. This assures the validity of the ballot, but keeps the identity of the voter confidential when the ballots are counted since her name does not appear on the ballot itself.

Major Responsibilities of the Chapter Board of Directors/Management Team

- Organizational continuity (nominating, finding new leaders).
- Financial management (budget/funding).
- Support of musical program.
- Committee/task force appointment and supervision.
- Corporate management.

“Must” Subjects for Chorus Vote

- Changes to chapter standing rules.
- Election of chapter board members.
- Election of regional board members.
- Election of international board members.
- Admission of new members.*
- Dissolution of chapter.
- Director's contract.

**Chapters may decide to admit new members by vote of the membership, or by vote of the board of directors/management team with chapter members' input. Once in place, the method used may not be changed until the following fiscal year.*

The Journey Begins

Stepping into a leadership role isn't always easy, but it can be one of the most rewarding things you'll ever do. A significant portion of your leadership responsibilities will be to develop strategies for maintaining and growing your chorus's membership. Our membership campaigns are about more than just recruitment or simple numbers. The goal of our organization is not only to grow our enthusiastic membership, but to provide greater opportunities for musical and artistic achievement as well as to create an environment where new ideas, new innovations, and new people can flourish.

Welcoming new members into your chapter is one of the most gratifying parts of leading your chorus. There is nothing quite as heartwarming as being a part of a new singer's journey into barbershop harmony, and all the joy, sisterhood, talent and fun that comes along with it. Guiding new members along this path – watching them find their voice, learn and grow – will leave you and your chorus inspired, stronger and more unified.

The journey begins on our website. Sweet Adelines International has created membership and marketing materials for you to begin your campaign. From downloadable graphics and campaign templates to the online press room and handbooks, from publicity tactics and archived webinars to the digital edition of *The Pitch Pipe*, you will find everything you need in the online Marketing Center (accessible through the Members Only section of the site). For a step-by-step guide to putting these membership and marketing tools into action, I encourage you to read the *Real Guide to Growth* workbook.

Please do not hesitate to contact our Membership Department staff at International Headquarters with questions and concerns.

Best wishes in your new position. I look forward to seeing everything I know you can and will achieve during your term.

Sincerely,

A handwritten signature in black ink that reads "Kelly Bailey". The signature is fluid and cursive, with the first name "Kelly" and last name "Bailey" clearly distinguishable.

Dr. Kelly R. Bailey, Ed.D
Executive Director

SWEET ADELINES INTERNATIONAL

Phone: 918.622.1444 • Fax: 918/388-8003

www.sweetadelineintl.org

real women. real harmony. real fun.

SWEET ADELINES INTERNATIONAL is proud of the real women. real harmony. real fun. membership marketing campaign. This inspiring expression reflects the amazing members of SWEET ADELINES INTERNATIONAL – real women, singing real harmony and having real fun.

As president or team coordinator of your chorus we invite you to generate the excitement and momentum needed to grow membership. Work with your region's management team and utilize the campaign's tactics and tools to reach prospective members. With enthusiasm and useful resources on your side, you can expect an upward swing in new membership like you've never seen before.

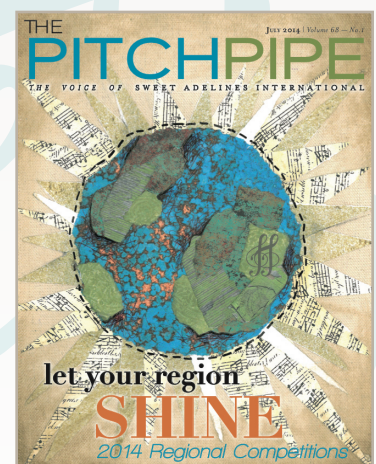
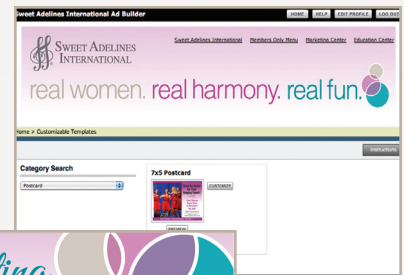
Here is a list of campaign tactics being utilized by International headquarters:

- An online members only Marketing Center featuring campaign images and templates branded to match Sweet Adelines International's graphic standards.
- An online pressroom with pre-written templates to customize and distribute locally.
- International headquarters' implementation of new search engine and advertising tactics to increase prospective member traffic to the Sweet Adelines website.
- Regular monitoring of online social media communities such as Facebook, Twitter, YouTube, Pinterest and Instagram.
- Live and archived webinars delivered online featuring a variety of topics such as New Member Orientation, Marketing Your Chorus, A Rookie Program and many more.
- A free digital version of *The Pitch Pipe* magazine is available online to all members.
- Online International Sales. Purchase an assortment of attractive and affordable promotional items that tie into membership campaigns.

SWEET ADELINES INTERNATIONAL is making every attempt to increase its marketability through the digital world. With the rapid expansion of the internet and social media, we are capable of reaching more interested women than ever before. Online marketing opportunities are nearly limitless. Members, choruses and quartets are encouraged to create an online presence. Join the conversation on our international social media profiles. Write a blog about your chorus experience. Upload photos and videos to share your Sweet Adelines experience with others.

Visit the SWEET ADELINES INTERNATIONAL Marketing Center for updated marketing tools and campaign resources to help create a successful membership drive.

REAL WOMEN. REAL HARMONY. REAL FUN.



Membership Benefits

Encourage members of your chapter to take advantage of the programs and services offered by a Sweet Adelines membership.

MUSIC

- Digital mastering of audio and video productions
- Music publishing services, with hundreds of barbershop arrangements in print
- Approximately 10 new arrangements published annually and available in single-copy music sheets
- New folios rated easy, medium, medium/advanced and challenging which also include learning media and learning notes
- Arrangers Home Study Guide and Arranging Concepts and Tools
- Performance level DVDs for educational purposes
- Member discounts on special music arrangements by internationally recognized arrangers

EDUCATION

Training and certification programs in the areas of:

- International Faculty, providing a high-quality curriculum at international events
- International Judging, assuring members that contest adjudicators are qualified and produce work that is consistent with the standards set by the organization
- International Music Arrangers, providing a source of new music arrangements within the organization

- Director Certification Program, providing training and development to Sweet Adelines chorus directors and potential directors
- Young Women in Harmony Program, acquainting young female singers with the barbershop style and provides music educators with free educational materials and music for junior high, high school and college-age singers

Quality member education in the areas of:

- Vocal production
- Choreography
- Musicianship
- Stage direction
- Costuming
- Stage makeup
- Chorus management
- Arranging
- Membership growth and retention
- Personal growth and leadership

EVENTS

- International Convention and Competition
- International Quartet Competition
- International Chorus Competition
- Harmony Classic Chorus Competition
- Rising Star Quartet Contest
- City tours created exclusively for attendees
- Harmony Bazaar shopping area

- Young Women in Harmony Festival
- Music Education class with the reigning International Champion Chorus
- Family chorus participation and performance
- Regional Management Team forums and reception
- Coronet Club Show
- Contests in quartet and chorus singing at regional levels
- Educational event planning for program participants and general members
- Member registration discounts for International convention and educational events

PUBLICATIONS

- *The Pitch Pipe*, a quarterly printed and digital magazine
- Chapter development aids
- *Real Guide to Growth* Handbook
- Chapter Guide
- Policy Book
- Steps Toward Chartering Book
- Member Handbook
- Competition and performance guides
- Competition Handbook
- Performance Level Guidelines
- Guidelines for Regional Conventions
- Quartet Handbook
- Judging Category Description Book



- On With the Show ... A Show Manual
- Rising Star Guidelines
- YWIH Guide for Chapters
- YWIH Educator's Guide
- Arranger's Home Study Guide and Arranging Concepts and Tools
- Director's Resource Materials
- Newsletters
 - *Forward Motion*
 - *International Beat*
 - *The Pipeline*
 - *Rising Star*

SALES

- International Sales, an educationally focused inventory of products and materials
- Web store with hundreds of novelty items
- Member discounts on sheet music, CDs, DVDs, books, brochures and merchandise

HEADQUARTERS

- International headquarters building in Tulsa, Okla.
- Professional staff administering finance, communications, conventions, sales, corporate services, education, membership, music services and information technology
- Phone support provided personally to members, Monday – Friday

CHARITABLE

- Young Singers Foundation, offers scholarships for vocal music students and grants for community vocal music programs and activities
- Overtone Society, offers members the opportunity to financially support their strongest link to SWEET ADELINES INTERNATIONAL
- Young Women in Harmony, allows members to contribute to this program which provides complimentary music and educational materials for music educators and schools

ONLINE

- International website
- Competition audio/video clips
- International Convention webcast
- Promotional video clips
- Podcasts
- Quartet search and registration
- Faculty search
- Chapter directory
- Arranger search
- International Sales
- Document center
- International convention and events
- Young Singers Foundation website
- Education and Young Women in Harmony
- Board, regions and committees
- Press room

- Competition results
- Prospective member information
- Facebook, Twitter, YouTube, Pinterest and Instagram
- Members Only web portal
- Marketing Center
- Chapter member reports
- Regional membership reports
- Member profile
- Event registrations
- Archived webinars
- Digital issues of *The Pitch Pipe*

GENERAL

- Official, personalized SWEET ADELINES INTERNATIONAL Membership ID cards
- Exciting opportunities to sing and entertain within your community and compete with the most talented barbershop singers in the world
- Fun social activities and a supportive community of friends

HQ Staff

EXECUTIVE DEPARTMENT

Kelly Bailey
CEO, EXT. 129

Acts as the primary liaison between the International Board of Directors and staff, members and the public; serves as the lead for all Directors (the HQ Leadership Team); serves as ambassador for SWEET ADELINES INTERNATIONAL).

Tammy Talbot

Deputy Administrator, EXT. 139
Provides day-to-day support to the executive director and acts as a liaison to the entire staff; serves as chief administrator in the absence of the executive director. Serves on the HQ Leadership Team.

Sheridan Salmon

Executive Assistant, EXT. 140
Assists with departmental functions and duties; aids in communication and scheduling for the executive director, supports the advancement department and assists in other areas as needed.

Janell Mason

Corporate Secretary, EXT. 120
Creates Board meeting agendas, meeting documentation and minutes for IBOD and all committee meetings; handles bylaws, standing rules and policy inquiries.

COMMUNICATIONS DEPARTMENT

Joey Stenner

Director, EXT. 126
Oversees the Sweet Adelines website, Members Only Marketing Center, social media, marketing, press and media relations; editor of *The Pitch Pipe*; writes and implements marketing and PR plans for all events. Serves on the HQ Leadership Team.

Jennie Lloyd

Associate Editor/Staff Writer, EXT. 106
Assists in overseeing the Sweet Adelines website, social media; associate editor of *The Pitch Pipe*; writes articles, marketing and membership campaigns; edits and proofreads documents as needed; handles all advertising.

DESIGN & PRODUCTION

Gabrielle Howell

Graphic Arts Specialist, EXT. 113
Designs marketing pieces, website

images, corporate branding, logos, brochures, stationery, songbooks and all printed and digital publications.

EDUCATION DEPARTMENT

Lori Decter Wright

Director, EXT. 135
Oversees all educational planning and membership functions including the development and implementation of international education and outreach programs as well as membership recruitment and retention initiatives. Serves on the HQ Leadership Team.

Linda Clark Davis, Education & Membership Assistant, EXT. 127

Assists in the administration of international education and outreach programs, maintains educational records and archives for the organization, updates content in the Online Members Only Education Center. Assists with membership processing, mailing, data entry and administration.

MEMBERSHIP DEPARTMENT

Ann-Marie Dowling

Membership Manager, EXT. 103
Manages membership functions and administration, coordinates membership drives and campaigns, provides support to regional and chapter membership coordinators, develops statistical information and membership reports, and assists the department director in the coordination of education and outreach events.

Janine Ross

Membership Specialist, EXT. 128
Responsible for membership services such as: member/chapter customer service, administration of the STEPS program for prospective chapters, membership processing, mailings, membership data entry and administration.

FINANCE DEPARTMENT

Keesha Cashmore

Controller, EXT. 104
Responsible for the overall management of the organization's investments and finances, coordination and supervision of accounting functions. Serves on the HQ Leadership Team.

Deb DeBolt

Accounting Manager, EXT. 118
Maintains general ledger, performs month-end reconciliations and closings and generates computerized statements.

Emily Goss

Accounting Assistant, EXT. 101
Processes all billing invoices, including membership renewals; assists members with finance and/or payment inquiries; responsible for month-end processes such as membership cancellations.

HUMAN RESOURCES

June Roach, Manager of Human Resources & Training, EXT. 117

Manages the payroll and benefits processes, employee relations, recruitment, organizational development and training for Sweet Adelines Headquarters' staff.

MEETINGS & CONVENTION SERVICES DEPARTMENT

Jennifer Hughes

Director, EXT. 138
Facilitates logistics and serves as on-site coordinator for international conventions, A Cappella Harmony Academy, Judge Training, Director's Seminar, and committee meetings; researches, recommends, and contracts sites for events. Serves on the HQ Leadership Team.

Kristin Pearson

Event Coordinator, EXT. 137
Manages all aspects of the Harmony Bazaar at all events; coordinates the seating chart at international convention; assists with the logistics of activities, housing, and registration at all events.

Tracy Shoghi

Meetings Assistant, EXT. 137
Assists in all areas of meetings and convention services, including inquiries from members and vendors.

MUSIC SERVICES DEPARTMENT

Carol Schwartz

Director, EXT. 124
Oversees and coordinates the activities of the music services department; certification programs, quartet registration, licensing, copyright and competition. Serves on the HQ Leadership Team.

Katie Grassmyer

Assistant Director, EXT. 123
Directs and supervises administrative support for regional competitions and the publication of program newsletter

Emily Mock

Music Services Assistant, EXT. 121
Provides administrative and service support for the Directors Certification

Program (DCP), International Judging Program (IJP), International Panel Secretary Program and liaises with their related committees; processes applications, confidential appraisal forms and applicant testing for programs;

Martha Clemons

Music Services Assistant, EXT. 122
Provides department-wide administrative support including processing performance license requests, web-use licensing, copyright clearance as well as distribution of information and entry for regional competitions.

RECEPTIONIST

Karey Sarratt

Receptionist, EXT. 100
Serves as first point of contact for the organization; answers the phone and directs calls to the appropriate staff member; makes address changes; answers basic questions and greets visitors and guests.

SALES DEPARTMENT

Brenda Monroe

Sales Manager, EXT. 114
Develops, implements and coordinates all functions of the international sales department and mailroom; supervises all department personnel; researches additional education material; responsible for International Sales at Harmony Bazaar and Summer Educational events.

Michelle McCord

Sales Coordinator, EXT. 112
Assists the sales manager in processing sales orders, mail, inventory and deliveries.

TECHNOLOGY SYSTEMS & SUPPORT

Joseph Bertsch

Manager, EXT. 106
Oversees all IT projects and functions including the maintenance and support of the network infrastructure, data systems, servers, mass storage, security, data backups, email systems, telephony and daily support of all staff workstations, both Macintosh and Windows.