

Northwest Choral Society

Handbook

2017 – 2018 Season

Northwest Choral Society Handbook

2017 - 2018 Season

Table of Contents

	Page
A Message from Our President	3
Origin and Purpose	4
The NWCS Organization	4
Membership Information	7
Music	8
Miscellaneous (Yet Important) Information	8
Member Support for Chorus Activities	9
Concert Protocol	10
By-Laws	11
Appendices	13

A MESSAGE FROM OUR PRESIDENT

Welcome to the 52nd year of Northwest Choral Society. Through the support of dedicated members and fine leadership, this organization is still vibrant and successful. Once again we embark on a year of awe-inspiring music making. Old friendships are renewed and new members bring renewed life and promise of many more seasons. Each concert for which we prepare has its own unique character and excitement.

Our Executive Board manages the non-musical operations of the Society, but we can't accomplish anything without the active participation of all of our members. We need your help! Please be open to helping when we call on you. Even seemingly complex tasks can be easily accomplished if we all share a little bit of the burden.

The addition of outreach performances has added a new dimension to our singing. This activity is showing concern and dedication to the communities we serve. Thank you for supporting this aspect of our goals.

The artistic director devotes many hours to selecting the music to be performed at our concerts, planning the programs, directing the rehearsals and conducting the concerts. You, similarly, have ensured NWCS continues to produce inspiring music by attending rehearsals on a regular basis, searching out new members, building audiences, and helping secure the necessary finances to cover our expenses.

The Mission Statement can be found in the By-laws. Please be familiar with the content of the handbook as it is a plethora of information. Being an ambassador for NWCS, building relationships and understanding our mission statement will help us prosper. Also, please continue to be especially attentive and welcoming to our new members. Thank you for making that commitment to NWCS.

I believe the members of this organization are all special individuals who come together to work and share their love and joy of creating exquisite music. It's an honor to help NWCS embark on another successful and musically rewarding season.

Penny Perles
President
Executive Board

Origin and Purpose

The Northwest Choral Society was formed in 1965 as a non-profit, community based, organization to promote and encourage the appreciation, understanding, study, and performance of outstanding choral literature.

The NWCS Organization

Personnel

Collaborative Pianist	Lori Lyn Mackie
-----------------------	-----------------

Board of Directors

Officers:

President	Penny Perles, '18	847-439-1542
Vice-President	David Hitch, '18	847-390-0224
Treasurer	Noreen La Valle, '19	847-455-5261
Recording Secretary	Angela Carlson, '18	330-605-9155
Corresponding Secretary	Mary Jane Matecki, '18	847-577-7147

General Members:

Karl Dahlstrom, '19	Diane Szuberla, '18
Julie Fisher, '19	Kristie Webb-Williams '18
Kelsey Green, '19	Lori Lyn Mackie, ex officio

Committee Chairs

Advertising	Kelsey Green	773-332-0033
Development	David Hitch	847-390-0224
Executive	Penny Perles	847-439-1542
Facilities		
Website	M.J. Matecki, P. Perles, Julie Fisher Kristie Webb-Williams	
Long-Range Planning	Penny Perles	847-439-1542
Membership	Mary Jane Matecki	847-577-7147
Promotions	Diane Szuberla	630-837-1666
Facebook	Kelsey Green	773-332-0033
Publicity	Tom and Penny Perles	847-439-1542
Sunshine	Meredith Bechtel	
Instagram	Julie Fisher	

Sub-Committee Chairs

Graphic Design	Harper College Graphic Design
Audience Education	
New Member Concert Attire	Jane Peterson
Handbook Publication	Angela Carlson
Poster Distribution	Meredith Bechtel

Post Office Box	Barbara Stewart, Jennifer Bauer
You Tube	Mary Jane Matecki
Program Notes	
Proofing	Kelsey, Mary Jane, Diane, David, Kristie and Penny
Bake Sales	Noreen, Sue, Penny
Preconcert Lecture Refreshments	Jane Peterson
DataBase Management	Mary Jane Matecki
E-Mail Data Base	Angela Carlson
Thank you notes	Jamie Thompson
Birthdays	Mary Jane Matecki
Recognition Pins	Jennifer Bauer

Please refer to Appendix A, B, and C for a complete overview of the committees, subcommittees, and volunteer tasks. Call the specific Committee Chair or the Membership Chair if you are interested in helping out! Thanks!

Section Leaders

Soprano	Jamie Thompson	309-825-1864
Alto	Jennifer Bauer	847-692-7159
Tenor/Bass	Matt Maynard	708-771-4547
	Barbara Stewart	773-775-7428

Section Leader Job Description

Purpose: assist the Artistic Director and other artistic staff in the pursuit of artistic excellence.

Desirable qualities: The Section Leader should

- Be a skilled musician able to read music well (piano skills not required but useful).
- Be able to attend most rehearsals.
- Possess good interpersonal and communication skills.
- Work in conjunction with other Section Leaders.
- Be willing and able to represent NWCS in a manner befitting its by-laws and mission as a member of its artistic staff.
- Be willing and able to support the artistic director and other artistic staff in artistic decisions and other matters relating to the artistic health and growth of the chorus.

Suggested duties include, but are not limited to:

- Take attendance at rehearsals, noting reasons for absences.
- Take careful note of details in rehearsal, such as phrasing, breathing, pronunciation etc., so that exact details can be communicated to members. Supply these notes to absent section members.
- Ensure that all section members have copies of the correct music and that music is marked appropriately at the start of each session.
- Confirm that all section members are aware of performance times, places and proper dress.
- Answer questions regarding music/performances/dress before rehearsal, during rehearsal breaks or after rehearsal.
- Effectively communicate with and advise Artistic Director and other artistic staff.

Membership Information

Member Vocal Quality Standards

The general vocal quality standards for NWCS membership include the ability to:

Keep the vocal sound & focus (color) throughout entire vocal range

Blend within a section or voice part

Execute rhythms correctly

Watch & follow the Director's lead in interpretation and performance

Learn the music by the concert date

General Membership Criteria.

Any person may become a member who:

- 1. is 17 years or older**
- 2. has had previous musical experience**
- 3. will demonstrate commitment to the NWCS through regular attendance**
- 4. will demonstrate the ability to meet the NWCS standards for vocal quality**
- 5. will demonstrate respect for all NWCS members and staff by refraining from distracting behaviors**
- 6. will actively support the NWCS by volunteering time to serve on committees, enthusiastically promote the group by selling ads/tickets, and/or donate much appreciated tax-deductible dollars**

Participation in Concerts.

A member's participation in any given NWCS performance is dependent upon their attendance record and the Artistic Director's judgment as to whether or not they have met the vocal quality standards for membership. A new member who auditions late may be accepted for an upcoming concert at the director's discretion.

Absences

Membership in a performing arts organization entails a commitment to faithful attendance at rehearsals-and NWCS members are no exception. When a situation does occur that will prevent your attendance, your section leader should be contacted before the next rehearsal. Excessive absences (more than 2), unless excused by the director, may prevent participation in the forthcoming concert.

Auditions

Auditions will be held for returning members at the discretion of the director. Each new person must complete a Membership Application Form and meet with the director and accompanist for a vocal audition and interview. This helps the director in voice placement and in maintaining the general vocal quality of the group.

Membership Dues

\$100 per concert season (September through June) is payable in two installments, September and January. Payments are due by the end of the third rehearsal in September and January. These dues cover the financial commitments made for the season and is collected up-front to minimize the budgetary issues caused by fluctuations in membership. If this requirement should prove a hardship for anyone, other arrangements may be made through the NWCS President. The dues may be waived at the discretion of the board for new members joining after the March concert.

Rehearsals

Tuesday evenings, for 2-2 1/2 hours, from September to June. The Artistic Director reserves the right to change starting / ending times or alter rehearsal scheduling as needed to adequately prepare for a specific concert. Please be prompt.

Rehearsal & Concert Venue Etiquette

Please remember that we are guests in these venues, and show proper respect to our surroundings. Make sure nothing is left behind after a rehearsal or concert. When rehearsing in the sanctuary, please do not bring soft drinks, snacks, candy, etc. Bottled water is permissible. Do not sit or place objects on the altar rail, the altar, or the baptismal font.

Allergy Warning

NO perfume, after-shave lotion, scented hairspray or scented deodorant may be worn at rehearsals or concerts. Please also be aware that some members have food allergies, so before bringing food or snacks please ask for guidance on foods and recipe ingredients to be avoided.

Soloists

Though the NWCS generally engages professional vocal soloists for its concerts, the Artistic Director may on occasion announce an opening for a soloist from within the NWCS. To be placed under consideration, interested singers must prepare a solo and schedule an audition with the Artistic Director. If the Artistic Director is already comfortable with the singer's solo ability, he or she may choose to waive the audition. In the choice of soloists, members of the NWCS are expected to accept the decision of the Artistic Director.

Music

Purchase of Music Scores

Members will purchase their own music from the NWCS. The cost of the music varies per concert. Payment is required at the time of distribution. Music may not be taken home until paid for in full.

Marking of Scores

Pencils are required at all rehearsals! DO NOT hesitate to mark your score. Nothing is more frustrating for the Artistic Director (and your fellow NWCS members) than individuals who resist marking their scores as if they will somehow remember the instructions from week to week. The effectiveness of a performance depends upon the uniform rendition of choral parts. Singers who do not mark directions for themselves may sing an 's' or 't' in the wrong place, fail to follow a dynamic level, execute an incorrect rhythm sequence, or misplace a vowel. Marking scores also saves rehearsal time by eliminating repetition of directions. Singers who missed a rehearsal are asked to check their music with their Section Leader's score prior to the warm-up.

Notebooks

Each member is responsible for providing a black binder to hold music. Some members choose to use two notebooks - one per concert half - to lessen the strain from the weight and bulk. A black elastic band wrapped around the binder is an additional solution.

Miscellaneous (Yet Important) Information

Calling Tree

In the event of emergency cancellations or changes of rehearsals because of weather, etc., contact will be initiated to all members by officers or section leaders. A membership roster containing the members' names, addresses, and phone numbers will be distributed. The information will also be posted on the website.

Childcare

Currently, childcare is not provided during rehearsals or concerts.

Member Support for Chorus Activities

Special Note: Non-profit organizations such as the NWCS are dependent on members and other supporters to volunteer their time, money, and effort in order to produce enjoyable high-quality events. Each member is expected to support the group in more than one way. An overview of the committees, subcommittees, and general tasks that need to be filled are found in Appendices A, B, and C.

The following list includes opportunities that require the help of the entire NWCS membership in order to be successful:

Financial contributions

Each member is expected to make a financial contribution to the Annual Support Fund. The campaign will be held during September and early October. These funds support high-quality concerts for our audiences. Contributors will be listed in the program.

Ticket Sales

A substantial portion of our budget comes from ticket sales. While selling tickets takes time and effort, it is important that each member share in this responsibility so that the NWCS can continue to exist. Having an audience who enjoys our music and returns for it again is, after all, one of the rewards of singing. Finding that audience is a task all NWCS members share so that our singing can have meaning beyond our own experience. Each member is responsible for selling or purchasing at least one ticket for each of the main concerts during the season.

Ads

Another avenue of income and visibility for the NWCS is the advertising in our concert program booklet. NWCS primarily relies on its members to sell these ads. Our advertising campaign for the entire year will be held during September and early October.

Fundraising Events

Additional events - such as bake or garage sales, silent auctions, line-dancing, benefit events and/or service & product sales - may be scheduled by the Board of Directors as required for support of the budget.

Audience Development

Like other non-profit groups, the NWCS needs to constantly review our audience demographics and develop strategies to attract and maintain appropriate new enthusiasts.

Concert Mailings

A mailing address list is maintained to notify NWCS Friends and other organizations of upcoming events. If you have friends, relatives, or acquaintances who would like to receive a concert flyer, please fill out a NWCS Mailing List Database Form. (See Appendix D.)

Website

www.nwchoralsociety.org

Concert Protocol

Concert Dates and Extra Rehearsals

Specific dates will be announced by the Artistic Director. Please note that the last rehearsals before a concert are of utmost importance, as they are conducted in the actual concert hall with piano or orchestra and a final balance of sound must be obtained.

Orchestra

In many scores, the orchestral accompaniment is as important as the choral portion. We do not have the funds for more than one orchestra rehearsal. Therefore, we hire professional instrumentalists who can play their parts expertly with only one rehearsal.

Stage Presence

Nothing makes an audience (or director) more nervous than a nervous or ill-at-ease chorus. A good chorus possesses the ability to not only command the audience's attention, but also to put the audience at ease. Avoid staring at the audience or looking around the room. Your attention should always be on the conductor. Cell phones are not permitted on stage.

Concert Dress

Concert attire is required for all concerts. This consists of:

The women will wear the ankle-length black Georgette Dresses #8650 and black Amadeus Jackets #8718 from Stage Accents with sequins added around front edge of jacket with black hose and black shoes.

Men will wear black or dark suits, white shirts and plain black four-in-hand ties with black hose and black shoes. A plain, long sleeve black shirt may also be worn. An alternative crimson tie supplied by NWCS may be worn.

All Concerts:

NO perfume, after shave lotion, or scented hairsprays/deodorants should be used just prior to any concert. (Some members do have severe allergic reactions.)

NO personal necklaces are to be worn by members at any of the concerts. SMALL earrings are acceptable. (No dangles).

Specially-themed Concerts:

On occasion, a specific attire, costume, or accessory may be requested in keeping with the theme of a particular concert. Audiences enjoy and appreciate our efforts to create visual excitement. Members of the NWCS are expected to respond in a helpful and constructive manner to these requests.

<p style="text-align: center;">NORTHWEST CHORAL SOCIETY By-Laws</p>
<p style="text-align: center;">September, 2013</p>
<p>SECTION I. THE NAME The name of this association shall be The Northwest Choral Society.</p>
<p>SECTION II. MISSION STATEMENT Northwest Choral Society believes music transforms our lives, develops creativity and musical expression, and unites all people into a community. We draw upon singers from the Greater Chicago area with the purpose of performing a diverse repertoire of the highest caliber for the joy, enrichment, and education of our membership and our audiences.</p>
<p>SECTION III. MEMBERSHIP Any person desiring to become a member of the Society shall complete an application and submit it to the Artistic Director. Following an audition and the Artistic Director's approval of the applicant's musical qualifications, and after payment of annual dues, membership shall be granted. At the Director's request, ~ the Board of Directors may remove from membership any person who no longer meets the requirements for continuing membership as set forth in the Society's Handbook.</p>
<p>SECTION IV. BOARD OF DIRECTORS The non-musical activities of the Society shall be managed and controlled by a Board of Directors consisting of no less than 5 and no more than 14 members elected by the Society membership. Half of the members of the Board shall be elected at each annual meeting for a period of two years. The term of office for elected Board Members shall begin the second week of June. The Artistic Director shall be a permanent voting member of the Board.</p> <p>Candidates for Board Membership shall be recommended by a nominating committee appointed by the Board of Directors. Nominations may also be made from the floor at the annual meeting.</p> <p>The Board shall have the power to fill all vacancies caused by death, resignation, removal, or refusal or inability to act for any cause, until the next annual meeting at which time the vacancy shall be filled through the election process.</p> <p>A majority of the Board Members present shall constitute a quorum for the transaction of business in all Board meetings.</p>
<p>SECTION V. OFFICERS From their body, the Board of Directors shall appoint by a majority the following: a President, Vice-President, Recording Secretary, Corresponding Secretary and Treasurer whose terms of office shall be one year unless reappointed.</p> <p>The Board of Directors shall appoint an Artistic Director, who shall have the sole responsibility for all musical activities, including selecting the music to be performed, planning the programs, directing the rehearsals, and conducting the concerts.</p> <p>In fulfilling these responsibilities, the Artistic Director shall have the right to engage soloists, accompanists and instrumentalists as needed in his or her best judgment. At the specific request of the Board, the Artistic Director shall submit reports on the progress of the chorus.</p>

SECTION V. OFFICERS (cont'd)

The Board may also appoint such other officers, agents and committees as it may deem proper, and they shall hold their positions at the pleasure of the Board.

SECTION VI. DUTIES OF THE OFFICERS

The duties of the President shall be: 1) preside at all meetings of the Society and of the Board of Directors; 2) generally supervise and direct the Society's non-musical activities; 3) and, sign and acknowledge all documents on behalf of the Society.

The Vice-President shall, in the President's absence or inability to act, perform all the duties of the President.

The Recording Secretary shall keep and preserve the records, books and papers of the Society and keep correct minutes of all Society meetings.

The Corresponding Secretary shall handle any necessary correspondence, and maintain a file of all correspondence sent and received.

The duties of the Treasurer shall be: 1) take charge of all funds of the Society; 2) keep correct and accurate books of account to be settled and balanced for audit at least once a year; 3) deposit all Society funds in a bank account; 4) and, pay all financial obligations of the Society

SECTION VII. MEETINGS

The Annual Meeting of the Society shall take place before the end of each fiscal year for the purpose of: 1) electing officers and the Board of Directors; 2) receiving reports; 3) transacting any other business that may be necessary. Additional meetings of the Society may be called by the Board of Directors or upon petition to the Board of Directors by 20% of the members of the Society.

A quorum for the conduct of meetings shall be a majority of the members of the Society.

The Board of Directors shall meet not more than one month after the annual meeting of the Society for the purpose of electing officers, confirming committee positions, and transacting any other business that may be necessary at that time.

SECTION VIII. THE RULES OF ORDER

Robert's *Rules of Order* shall govern the conduct of all meetings.

SECTION IX. PROCEDURE FOR AMENDMENT

These By-Laws may be amended at a special meeting called for such purpose by an affirmative vote of two-thirds of the members present, providing the amendment has been submitted to all members in writing at least ten days in advance of the date on which it will be acted upon.

SECTION X. DISSOLUTION

This Society may be dissolved by a two-thirds majority vote at a meeting of the members of the Society called for such purpose.

In the event of dissolution, all assets remaining after liabilities have been paid shall be distributed among organizations which are then exempt under Section 501(c) of the Internal Revenue Code.

Appendices

Table of Contents

Appendix A: NWCS Organizational Chart

Appendix B: NWCS Committee Descriptions

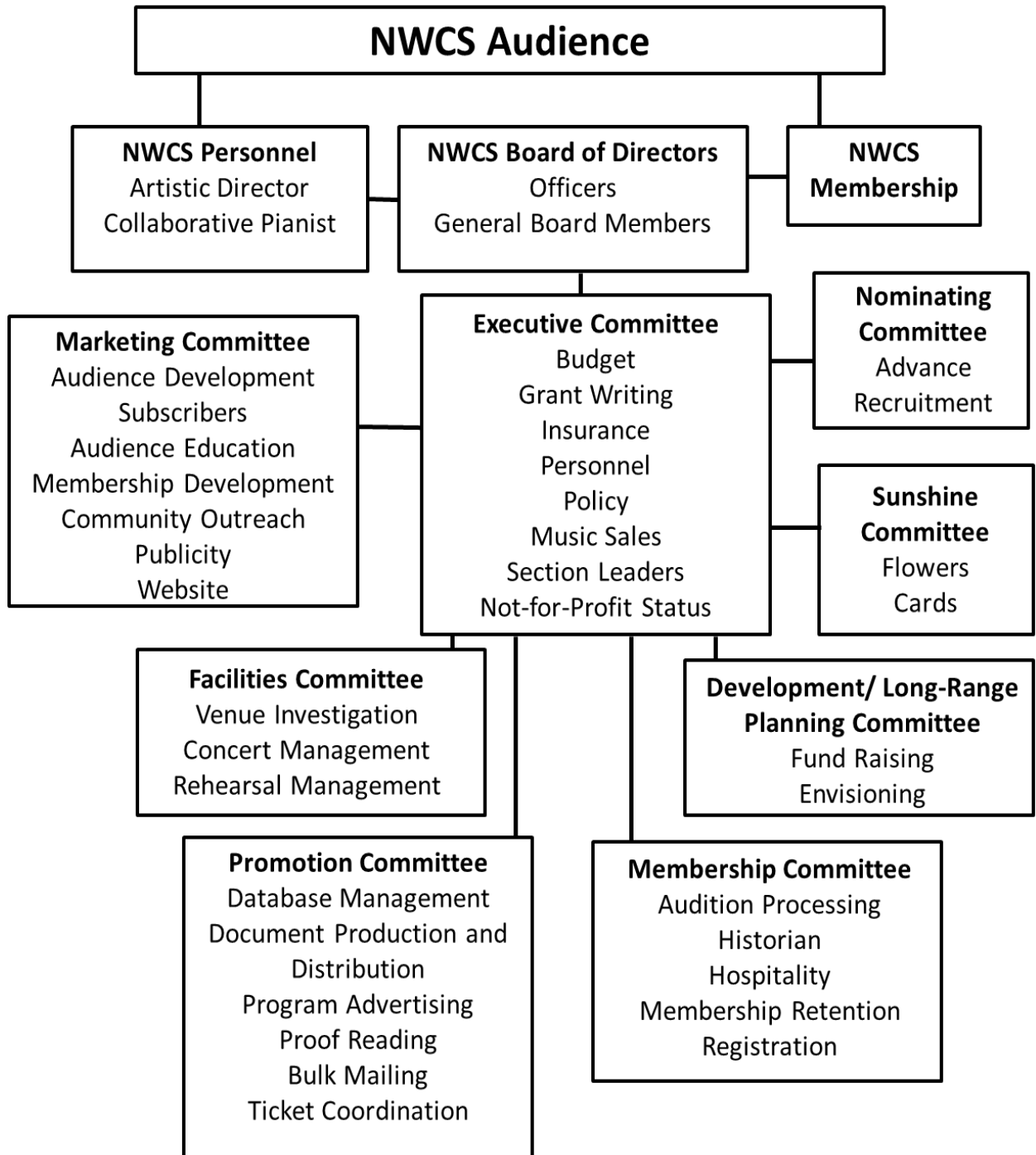
Appendix C: NWCS Volunteer Task Descriptions

Appendix D: NWCS Qualities of an Artistic Director

Appendix E: NWCS Artistic Director Guidelines

Appendix F: NWCS Artistic Director Search Procedure

Appendix A -- Organizational Chart



APPENDIX B: NWCS Committee Descriptions

{President, Vice President, Treasurer, Secretary, and Artistic Director. In addition, the chairs of the Development, Promotion, Marketing, Membership and Facilities Committees and others as appointed by the President will serve on this committee.}

Executive Committee

The executive committee guides the NWCS in all matters concerning the business and fiscal affairs of the Society and performs such duties and exercises such powers as may be directed or delegated by the full Board from time to time. The committee is usually given decision-making authority for urgent business during the periods between board meetings. It serves as a special advisory group to the Artistic Director and is also responsible for overseeing the budget, grant writing, insurance, personnel, policy, music sales, and committee coordination as well as planning additional board activities.

Development / Long Range Planning Committee

Responsible for construction and implementation of a fundraising plan to realize or exceed annual budget expectations through contributions from corporations, foundations, government agencies, an annual fund drive, benefit events, member sales, and individual donors. The support base shall be considered and strategies implemented to encourage improved corporate/community partnerships. Responsible for envisioning the future of the NWCS, and assessing strengths, weaknesses, opportunities, and threats. Members will use the information to develop a three and five year strategic plan. The Artistic Director or Executive Committee will define specific activities that flow from the proposal. *{Committee Chair, Vice President, Artistic Director, and Board members with corporate and business contacts to focus on each targeted area of solicitation. Non-Board members with the necessary expertise may also be invited to participate.}*

Marketing Committee

Responsible for audience development and education, member development, community outreach, publicity and the NWCS Website.
{Committee Chair, Vice President, Artistic Director and appropriate Board and Non-Board Members with community contacts.}

Facilities Committee

Responsible for investigating potential concert and rehearsal venues as well as daily operational functions, including management of rehearsal and concert space facilities. Duties include designating people to set-up, move equipment, manage concerts, and handle security issues.
{Committee chair, Vice President, Artistic Director, and Board members with community and business contacts.}

Membership Committee

Responsible for coordinating activities that address the needs of the membership. The committee shall work to attract, keep, and educate high quality musician members. The committee will solicit sponsors to mentor new NWCS members, plan and implement receptions, facilitate the audition process, and maintain the history of the group.
{Committee chair, Vice President, Artistic Director, and Board members with community and business contacts.}

Promotion Committee

Responsible for tickets, including season subscriptions, ushers, program ads, and all NWCS printed materials. The chair will serve as the Editor-In-Chief for all printed and electronic materials published by the Society, with the goal of ensuring that prepared documents like brochures, newsletters, programs, program notes, flyers, web pages, etc. are of high quality. The committee will also coordinate printing, report generation, and bulk mailing and distribution. *{Committee Chair, Vice President, Artistic Director & appropriate Board & Non-Board Members w/community contacts.}*

Nominating Committee

Recommends individuals to serve as board members and officers, recommends the criteria for selection of new board members, provides orientation to new members, and reviews the participation of current members. The committee will encourage supportive members of the community (non-group members) to accept an invitation to actively participate on the Board or committees. The committee shall report their nominations to the Board for discussion and voting.
{Committee chair, Artistic Director, and Board members with community and business contacts.}

Sunshine Committee

Sends gifts to members when appropriate.
{Committee chair and Board members as needed.}

APPENDIX C: NWCS Volunteer Task Descriptions

The Board President and Artistic Director may serve as ex-officio members of all committees. Committee chairs will consult with the Executive Committee prior to presenting their reports at full Board meetings.

Executive Committee

Budget - Proposes an annual budget, monitors expenditures per the budget, sets concert ticket prices, sets and collects member dues, determines sound fiscal policy and internal control practices, and assumes responsibility for the fiscal accountability of the chorus.

Grant Writing - Researches, prepares, and submits grant proposals to appropriate groups to obtain monies for the purpose of reaching the mission goals.

Handbooks - Produces the NWCS Member Handbook.

Insurance - Determines insurance needs, proposes appropriate plans, secures the agreement, handles claims, and verifies renewal dates.

Personnel - Proposes artistic staff candidates to hire, monitors effectiveness and individual performance, recommends salary scales and benefits, and develops personnel policies.

Policy - Determines policies which provide a framework for future decision making.

Music Sales – Works with Rehearsal Music Cashier who collects payment for music sold to members.

Section Leaders - Serves as the point-of-contact for a specific voice section. Tracks section attendance and reports to the Artistic Director in writing about who was absent and why. Appointed by President.

Not-for-Profit Status -- Apply for and maintain necessary federal & state filings.

Filing Name	Important Dates
Annual Report with the Illinois Secretary of State	due prior to 5/15
Annual Illinois Charity Bureau - Illinois Attorney General	due within six months of fiscal year end
Illinois Department of Revenue – for state sales tax exemption	renewal due 4-1-2016
501(c)(3) Letter of Determination	
Federal 990, 990EZ, or 990N (depending on gross receipts)	due by 15 th day of the 5 th month after close of tax year. The organization qualifies to submit a 990N before the above date when the gross receipts are less than \$50,000 (as of 2010-2011 filing)
Obtain W-9 for director and pianist	
Federal 1099s for compensation paid over \$600 annually	Form due to individual by 1/31. Form sent to IRS by 2/28
ASCAP Yearly Fee of \$241+	Due January 15
Quarterly Reports	Jan. 15, April 15, July 15, Oct. 15

Development / Long-Range Planning Committee

Fundraising - Plans and implements approved events.

- Corporations, Foundations and Government Agencies - Seeks ways to secure funding from entities who support non-profit groups such as the Society.
- Individual Donations - Designs programs to encourage individuals to donate to the Society.
- Member Sales and Contributions – Helps the treasurer
- Special Events - Plans and implements special fundraising events such as bake sales and raffles.

Envisioning Group - Concerned members/friends of the NWCS join to discuss and brainstorm where the Society is now, where it needs to be in the future, and what strategies are needed to get it there.

Facilities Committee

Concert Management – Responsible for investigating potential concert and rehearsal venues as well as recruiting, training, and scheduling volunteers to help meet the following concert facility needs:

- Performance Coordinator - Responsible for lining-up singers in the correct order prior to the performance, relaying "last minute" instructions, and verifying proper concert attire.
- Security - Responsible for unlocking and re-locking appropriate doors in the host concert facility and for relaying the hosts' preferences to the membership.
- Stage Manager - Confers with the Artistic Director to plan the equipment and placement needs for the concert and coordinates volunteers to implement the stage plan.
- Visual Arts Design - Creatively transfers the vision of the Artistic Director into reality by preparing props to decorate the concert stage area, etc.

Rehearsal Management - Responsible for recruiting, training, and scheduling volunteers to help meet the following rehearsal facility needs:

- Chairs - Arranges the rehearsal chairs as the Artistic Director wishes.
- Equipment - Places any required objects the Artistic Director needs in the proper location for rehearsal. This may include removing/replacing the cover on the piano and arranging for tuning of the piano, as necessary, at rehearsal and concert venues.

Marketing Committee

Audience Development - Plans and implements strategies to attract and maintain supportive audience members.

- Season Subscribers - Works to improve the number of season subscribers.
- New Audience Members - Works to identify and attract potential new audience members.

Audience Education – Creates podcasts to promote the NWCS and delivers pre-concert lectures.

Community Outreach - Develops ways that the NWCS can educate and enlighten the community to meet its mission goals.

Member Development – Works to market and attract singers to the NWCS.

Publicity – Responsible for public awareness of the organization and its activities in the community through personal relations, news releases, media contacts, articles, and features in newspapers, magazines, radio, TV and web site.

Website - Coordinates with other board members the update of NWCS-managed website content, such as press releases, headlines, concert and event information, and tickets.

Membership Committee

Audition Processing – If there are formal auditions scheduled, provide any paperwork needed by the audition panel.

Historian - Collects and maintains print or digital archival material that relates to the group. Periodically the historian or designated volunteer should prepare a small poster (in conjunction with the bulletin board person) to enlighten and inform members and concert guests of the historical impact and important messages of the NWCS.

Hospitality - Coordinates or delegates the following tasks:

- New Member Sponsors - Serves as a friend and liaison to new members to help them feel more comfortable with the group. The sponsor offers to answer any questions and offers tips for survival.
- Bulletin Board - Prepares a free-standing display to announce any item of special interest to the group. The display board will be available on a weekly basis at rehearsals and at the concerts.
- Reception - Plans and implements receptions at rehearsals, concerts and preconcert lectures.

Membership Retention – Keeps track of members and their relationship to NWCS, and follows up on any concerns.

Registration - Gets prospective members to fill out appropriate membership paperwork.

Promotion Committee

Program Advertising - Implements strategies to increase and maintain program advertisers.

Sales Team – Leads the effort to sell advertising for our concert program booklets.

Database Management - Coordinates the following tasks:

- Database Development - Identifies and implements changes to the database in accordance with the needs of the Board, the Artistic Director, the Executive Committee, and the Long-Range Planning Envisioning Group
- Report/Label Generation - Produces the reports, attendance sheets, and labels needed from the database.
- Data Entry - Enters and maintains information in the database.

Document Production and Distribution – *The Editor-In-Chief* coordinates, makes final edits, and approves all documents that represent the NWCS in the public domain. May delegate these tasks where appropriate.

Brochures - Designs brochures.

Flyers - Designs flyers.

Newsletters - Writes articles for the Newsletter.

Posters - Designs posters.

Program Notes - Researches musical pieces and writes a summary.

Programs - Produces the master program for each concert.

Other Roles:

Proofreader – Assists the Editor-in-Chief in reviewing printed materials for spelling, grammar, content, etc.

Bulk Mailer – Affixes mailing labels to envelopes or flyers, verifies that the items to be mailed meet US Postal Requirements and delivers mailing to post office in a timely manner.

Document Distributor – Organizes members to take printed materials such as brochures/flyers/posters/etc. to local businesses, libraries, schools, churches, etc.

- **Printer Contact** - Serves as the courier contact that makes sure the printer receives necessary files and picks up completed printed materials and delivers them to the designated NWCS recipient.

Ticket Coordinator

Serves as the contact for season, advance, and door ticket sales including from the website and PayPal. Schedules and monitors the logistics of ticket sales including the printing, distribution, and collection. The coordinator will secure volunteers to sell tickets at the concerts, and ushers to collect tickets and count the people in attendance, and direct audience members as needed.

Nominating Committee

Advance Recruitment - Sounds out interested members and faithful supporters of the NWCS to join the Board of Directors.

Sunshine Committee

Flowers or plant: Member – for major surgery
Member – for death of child, spouse, partner or parent.

Cards: (sent by corresponding secretary)

Get well – to members only

Sympathy – to member for death of a child, spouse, partner or parent.

APPENDIX D: Qualities of an Artistic Director

- Outstanding choral and instrumental conducting skills
- Skilled in choral music preparation and rehearsal techniques
- Trained and knowledgeable in vocal technique and pedagogy
- Proven knowledge of a wide variety of choral literature
- Able to work successfully with amateur singers
- Selects music that is challenging and diverse
- Enthusiastic, take charge personality
- Able to deal with varied musical backgrounds and abilities
- Able to draw from a network of professional vocal soloists and instrumentalists
- Collaborates with NWCS Board
- Familiarity of online resources
- Experience as a vocal soloist a plus
- Skilled in arranging and composing choral music a plus
- Resume, cover letter and references required
- Relocation and travel expenses are not available for this position.

APPENDIX E: Artistic Director Guidelines

The Artistic Director is responsible for overseeing all concert preparation including seasonal themes, music selection, rehearsals and performances. This individual recognizes that the concert is not the final destination i.e., the learning that happens in rehearsal is just as important (or more important) than the final performance. The ideal candidate will have proven written, verbal and musical communication skills.

- Conducts auditions of applicants, current members, and potential soloists as needed
- Assigns members to sections
- Prepares concert and rehearsal schedule for three annual concerts (Holiday, Classical and Secular)
- Approves concert venues
- Selects concert themes and music
- Conducts rehearsals and concerts
- Monitors attendance at rehearsals, assisted by section leaders
- Monitors and maintains musical skills of members
- Writes or reviews copy for season brochure, programs, publicity, season opening letter to NWCS members, and any other copy deemed necessary by the NWCS Board
- Selects and engages professional instrumentalists and vocal soloists
- Adheres to budget constraints for orchestra, soloists and music. Any variance must be pre-approved by NWCS Board
- Attends board meetings
- Submits reports on the progress of the chorus to the NWCS Board

APPENDIX F: Artistic Director Search Procedure

1. Create NWCS Artistic Director job description
2. Create NWCS Artistic Director advertisement for website and other publications
3. Create job description and place on NWCS website for download

4. Place advertisement of NWCS Artistic Director opening on NWCS Website and forward to other organizations.
5. Watch USPS and email for applications.
6. As applications come in, begin sorting based upon how they meet the job recommended criteria.
7. Select the top applications, and schedule interviews with these candidates. If none are acceptable, continue to solicit applications.
8. Send out a notice to all the unaccepted applicants thanking them for their application.
9. Interview top candidates. Select the top candidates.
10. Schedule each of the selected candidates to conduct a rehearsal giving each forty five minutes to conduct a typical warm up, a piece of their choosing and a piece of our choosing.
11. Solicit feedback from the NWCS members after each rehearsal.
12. Schedule top 2 or 3 from candidates and schedule them to do a part of the next concert.
13. Select feedback from the NWCS members after the concert.
14. Select the new Artistic Director of NWCS.
15. Notify the selected candidate and verify their acceptance of the Artistic Director position.
16. Have the Artistic Director designate sign a contract with NWCS.