

# Northwest Choral Society

## Handbook

2020 – 2021 Season

# **Northwest Choral Society Handbook**

**2020 - 2021 Season**

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## **A MESSAGE FROM OUR PRESIDENT**

Welcome to the 55th year of Northwest Choral Society. Through the support of dedicated members and fine leadership, this organization is still vibrant and successful. This next season will be a challenge NWCS has never faced before. Our goal is to keep the membership engaged and challenged musically. Brian Youngham Lee has been approved as guest artistic director by the NWCS board. He comes highly qualified in conducting, with a classical music background, with knowledge in vocal technique and pedagogy and experience as a vocal soloist.

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 Mission Statement can be found in the handbook. 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.

## **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 audience.

## **The NWCS Organization**

### **Personnel**

Artistic Director	TBD
Collaborative Pianist	Lori Lyn Mackie

### **Board of Directors**

#### **Officers:**

President	Penny Perles, '22	224-595-0570
Vice-President	Mary Jane Matecki, '22	847-398-2631
Treasurer	Noreen La Valle, '21	847-455-5261
Recording Secretary	Angela Carlson, '22	330-605-9155
Corresponding Secretary	Diane Szuberla, '22	630-254-0169

#### **General Members:**

Karl Dahlstrom, '21	
Greg Park, '21	
Stephanie Seburn, '21	
Kristie Webb-Williams, '22	224-717-9805
Lori Lyn Mackie, ex officio	

### **Committee Chairs**

Advertising	Kelsey Green
Development	TBD
Grants	Hilary Osler
ADA Section 504	Daniel Crusius
Executive	Penny Perles
Facilities	Karl Dahlstrom
Website	M.J. Matecki, K Webb-Williams, G.Park
Long-Range Planning	Penny Perles
Membership	Mary Jane Matecki
Promotions	Diane Szuberla
Facebook	Kristie Webb-Williams

Publicity Sunshine	Tom and Penny Perles Mary Jane Matecki
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**Sub-Committee Chairs**

Graphic Design	TBD
Audience Education	TBD
New Member Concert Attire	Penny Perles
Handbook Publication	Angela Carlson
Poster Distribution	Meredith Bechtel
Post Office Box	Jennifer Bauer
You Tube	TBD
Program Notes	TBD
Proofing	Mary Jane, Diane, Stephanie and Penny
Bake Sales	Noreen, Sue, Penny
Preconcert Lecture Receipts	TBD
DataBase Management	Mary Jane Matecki
E-Mail Data Base	Angela Carlson
Thank you notes	Diane Szuberla
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	847-209-2886
Tenor/Bass	Ruta Veitmanis	847-946-2631

**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 (or have a substitute take attendance)
- 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.
- 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. When unable to attend, notify a section leader.

### **Rehearsal & Concert Venue Etiquette**

Please remember that we are guests in these venues, and show proper respect to our surroundings. Extraneous discussions during rehearsal amongst members is discouraged. 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 the 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/Email 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, email 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:**

### **Annual Support Fund**

NWCS is member supported and relies on contributions to the Annual Support Fund to the best of the member's ability and strives for 100% member participation. The support fund campaign is active throughout the season. These funds support high-quality concerts for our audiences. Contributors will be listed in the program.

### **Ticket Sales**

While selling tickets takes time and effort, it is important that each member shares in this responsibility so that the NWCS can continue to exist. A substantial portion of

our budget comes from ticket sales which are primarily sold by the membership. Having an audience who enjoys our music and returns for it again is, after all, one of the rewards of singing. Each member is responsible for selling or purchasing at least one ticket for each of the main concerts during the season.

### **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.

### **Program Book Advertisement Campaign**

Our concert programs book advertisements is another avenue of income and visibility. 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 may be scheduled by the Board of Directors as required for support of the budget.

### **Concert Publicity**

Facebook and Instagram accounts, NWCS email database and mailing address database 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](http://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.

### **Non-member Musicians**

In many scores, the instrumental accompaniment is as important as the choral portion. We do not have the funds for more than one full rehearsal with non-member musicians. Therefore, we hire professional instrumentalists/soloists who can perform 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 with a smile on your face. 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. Pearl necklaces are required. Extra necklaces are available for loan through NWCS.

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.

### **Bake Sale**

A bake sale will be held at each concert – during intermission and post concert. The bake sale is supported by member's home baked goods.

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## **Appendix A – NWCS By-Laws**

### **ARTICLE I**

**Section 1: Name.** The name of the not-for-profit corporation shall be Northwest Choral Society (the “Society”). The Society is organized under and subject to the laws of the State of Illinois.

**Section 2: Purpose.** The Society believes music transforms the lives, develops creativity and musical expression, and unites all people into a community. The Society draws 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 the Society’s membership and audiences. The Society shall be organized and operated exclusively for charitable, educational or other exempt purposes consistent with Sections 501(c) (3) and 170(c)(2)(B) of the Internal Revenue Code (IRC). Contributions to the Society shall be deductible as charitable contributions pursuant to Section 170 of the IRC, and the Society shall not engage in any activities that may cause it to lose its exempt status under Sections 501(c)(3) or 170 of the IRC or the associated Treasury Regulations.

**Section 3. 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 approval of the Artistic Director and President, and after payment of annual (or prorated) dues, membership shall be granted. At the Artistic Director’s request, the Board of Directors (“Board”) may remove from membership any person who no longer meets the requirements for continuing membership as set forth in the Society’s Handbook.

**Section 4. Annual Meeting of the Society.** The Society will meet annually (the “Annual Meeting”) at a time and place determined by the Chair and set forth in a notice to all Society members. The purpose of the Annual Meeting will be to elect directors and for such other purpose or purposes as are properly brought before the meeting. Members of the Society may attend in person or by means of a conference telephone, video conference, or any other virtual means, whereby they may hear and be heard from by the other attending members.

### **ARTICLE II BOARD OF DIRECTORS**

**Section 1: General Powers.** The Society shall be managed by its Board.

**Section 2: Number, Tenure and Qualifications.** The number of directors on the Board shall be not less than five (5) nor more than fourteen (14). The number of directors shall be fixed from time to time by the Board and the number so fixed shall comprise the entire Board. Each director shall serve for a term of two years and may be re-elected. Director terms shall be staggered so that only half of the director seats are elected each year. Directors shall be elected at the Annual Meeting. Candidates for Board membership shall

be recommended by a nominating committee appointed by the Board. Nominations may also be made from the floor at the Annual Meeting.

**Section 3: Vacancies.** In the case of any vacancy on the Board through death, resignation, disqualification or other cause, the remaining directors by an affirmative vote of a majority thereof, may elect a successor to hold office until the next Annual Meeting and until the election and qualification of his/her successor.

**Section 4: Removal.** A director may be removed for cause by a vote of two thirds (2/3) of all directors then in office. Such action shall be taken at a regular meeting of the Board or at a special meeting called for such purpose, and the proposed removal shall be set forth in the notice of any such regular or special meeting, sent at least ten (10) days prior thereto.

**Section 5: Compensation.** Directors shall not receive any salaries for their services.

**Section 6: Board Chair.** The President shall serve as the Chair of the Board and shall preside at all meetings of the Board and shall have such other duties and responsibilities as the Board shall approve.

### **ARTICLE III OFFICERS**

**Section 1.** The Board may elect such officers as it deems appropriate including but not limited to a President, Vice President, Secretary, and Treasurer, whose terms of office shall be one year unless reappointed. These positions shall have such duties and responsibilities as outlined in this section. The term of office of all officers shall commence upon their election or appointment and shall continue until the next Annual Meeting of the Board or until their earlier resignation or removal. An officer may resign by written notice to the Board. The resignation shall be effective upon its receipt or at a subsequent time specified in the notice of resignation. The Board shall have the power to fill any vacancies in any offices occurring for whatever reason, and 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. The Board shall have the power to remove from office, any officer at the discretion of the Board.

**Section 2. President.** The President shall be the principal executive officer of the Society. Subject to the direction and control of the Board, the President shall be in charge of the business and affairs of the Society. The President shall see that the resolutions and directives of the Board are carried into effect except in those instances in which responsibility is assigned to some other person by the Board; and in general the President shall discharge all duties incident to the office of president and such other duties as may be prescribed by the Board. Except in those instances in which the authority to execute is expressly delegated to another officer or agent of the Society or a different mode of execution is expressly prescribed by the Board, the President may execute for the Society any contracts or other instruments which the Board has authorized to be executed and either individually or with any other officer thereunto authorized by the Board, according to the requirements of the form of the instrument.

**Section 3. Vice President.** Each Vice President may be designated by such title as the Board may determine, and each such Vice President in such order of seniority as may be determined by the Board, shall, in the absence or disability of the President, perform the duties and exercise the powers of the President. Each Vice President also shall have such powers and perform such duties as usually pertain to the office or as are properly required by the Board.

**Section 4. Secretary.** The Secretary shall record and keep the minutes of all meetings of the Board in books kept for that purpose. The Secretary shall see that all notices and reports are given and served as required by law or these bylaws and shall perform all duties as usually pertain to his or her office or as are properly required by the Board.

**Section 5. Treasurer.** The Treasurer shall have the care and custody of all the funds and securities of the Society and shall keep full and accurate accounts of all moneys received and paid by him or her on account of the Society. The Treasurer shall exhibit at all reasonable times the Society's books of account and records to any of the directors upon request at the office of the Society. The Treasurer shall render a detailed statement to the Board of the condition of the finances of the Society at the Annual Meeting and create an annual budget for the Board to review and approve prior to the start of each fiscal year. The Treasurer shall perform such other duties as usually as are properly required by the Board.

**Section 6: Artistic Director.** The Board shall appoint an Artistic Director who, in consultation with the President, shall have responsibility for all musical activities, including selecting the music to be performed, planning the programs, directing the rehearsals, and conducting the concerts. In fulfilling these responsibilities and in consultation with the President, and within the guidelines of the annual budget, the Artistic Director may engage soloists, accompanists, and instrumentalists, as needed in the Artistic Director's best judgment. At the specific request of the Board, the Artistic Director shall submit reports on the progress of the chorus. The Artistic Director shall be an Ex-Officio member of the Board without voting power and shall be invited to present a report at each regular Board meeting.

## **ARTICLE IV BOARD MEETINGS**

**Section 1: Annual Board Meeting.** The annual meeting of the Board (the "Annual Board Meeting") shall be held within or without the State of Illinois as may from time to time be selected by the President, on the date in each year designated by the Board, and at the time stated in the notice thereof, for the purpose of electing or appointing officers for the ensuing year and/or for the transaction of such other business as may properly be brought before the meeting.

**Section 2: Regular Meetings.** Regular meetings of the Board may be held at such time and at such places within or without the State of Illinois as may from time to time be determined by the Chair who shall fix the specific date and place of each regular meeting,

in which case notice of the time and place of such regular meetings shall be given in the manner hereinafter provided.

**Section 3: Special Meetings.** Special meetings of the Board may be called by the Chair and shall be called by the Chair at the direction of not less than two directors then in office, or as may otherwise be provided by law. Such meetings shall be held within or without the State of Illinois as may from time to time be selected by the President, unless otherwise directed by the Board and stated in the notice of meeting, in which case the meeting may be held at any place within or without the State of Illinois. Any request for such meeting shall state the purpose or purposes of the proposed meeting. Directors may attend any meeting of the Board in person or by means of a conference telephone, video conference, or any other virtual means, whereby they may hear and be heard from by the other attending members of the Board.

**Section 4: Quorum Attendance.** A majority of the Board then in office shall constitute a quorum for the transaction of business by majority vote except as action by a majority of the directors then in office may be specifically required by statute or other sections of the bylaws. Any permissible form of attendance is permissible to constitute a quorum.

**Section 5: Conduct of Meetings.** Meetings of the Board shall be presided over by the Chair or a person chosen at the meeting to act as chair of the meeting. Robert's Rules of Order shall govern the conduct of all meetings.

**Section 6: Action by Unanimous Written Consent.** If and when the directors shall all consent in writing to any action to be taken by the Board either before or after the action is taken, such action shall be as valid a corporate action as though it had been authorized at a meeting of the Board.

**Section 7: Meeting by Remote Communication.** Any one or more directors or any committee thereof may participate in a meeting of the Board or such committee by means of a conference telephone, video conference, or similar communications equipment. Participation by such means shall constitute presence in person at a meeting provided that all persons participating in the meeting can hear each other at the same time and each director can participate in all matters before the Board, including, without limitation, the ability to propose, object to, and vote upon a specific action to be taken by the Board or committee.

## ARTICLE V COMMITTEES

**Section 1: Committees of Directors.** The Board may designate one or more committees, each of which shall consist of two or more directors, which committees, to the extent provided in said resolution and not restricted by law, shall have and exercise only that authority specifically delegated to them to act on behalf of the Board in the management of the Society.

**Section 2: Committee Chair.** The Board may appoint one member of each committee to serve as the committee chair.

**Section 3: Audit Committee.** The Board shall designate an audit committee which shall make recommendations to the Board regarding the selection of independent accountants to audit the Society's financial books. This committee shall also meet with the independent accountants in advance of each audit to determine the scope of the audit, and after each audit, to review the results thereof.

## **ARTICLE VI PROVISIONS, POLICIES AND PROCEDURES**

**Section 1. Conflicts of Interest.** The Board shall approve and adopt a Conflicts of Interest Policy consistent with the requirements of the Internal Revenue Code as applicable to charitable organizations. The Conflicts of Interest Policy shall apply to all directors, employees, volunteers, agents and contractors of the Society. The Conflicts of Interest Policy can be a standalone policy or can be part of a Code of Ethics or other Society handbook. Board members shall be required to provide an annual acknowledgment and disclosure statement with respect to conflicts and potential conflicts, provided that the Board finds that such a statement is needed.

**Section 2. Investment Policy.** In order to comply with the Illinois Prudent Management of Institutional Funds Act, the Society shall follow the procedures and rules set out in the Investment Policy incorporated into these bylaws by reference, provided that the Board finds that such a policy is needed.

**Section 3. Electronic Signatures.** Wherever a written instrument is required to be executed hereunder, an electronic signature, to the extent permitted by applicable law, shall be deemed to be a written signature.

**Section 4: Notice.** Notice of the Annual Meeting, the Annual Board Meeting, regular meetings and any special meetings of the Board shall be given at least ten (10) days previously thereto by written notice to each Society Member as to the Annual Meeting and to each director as to any meeting of the Board, at his or her mailing or email address as shown by the records of the Society. Notice shall be deemed to be delivered when deposited in the United States mail in a sealed envelope so addressed with postage thereon prepaid or when sent by email. Notice of any special meeting of the Board may be waived in writing signed by the person or persons entitled to the notice either before or after the time of the meeting.

As to meetings of the Board, the attendance of a director at any meeting by any permissible form of attendance shall constitute a waiver of notice of such meeting, except where a director attends a meeting for the express purpose of objecting to the transaction of any business because the meeting is not lawfully called or convened. Neither the business to be transacted at, nor the purpose of, any regular or special meeting of the Board need be specified in the notice or waiver of notice of such meeting, unless specifically required by law or by these bylaws.

**ARTICLE VII**  
**NON-DISCRIMINATION**

In all of its dealings, neither the Society nor its duly authorized agents shall discriminate against any individual or group for reasons of race, color, creed, sex, age, culture, national origin, marital status, sexual preference, mental or physical handicap, or any category protected by state or federal law.

**ARTICLE VIII**  
**DISSOLUTION**

The Society may be dissolved by a two-thirds majority vote at a meeting of the members of the Society called for such purpose. Upon the dissolution of the Society, the net assets after satisfaction of all legal debts and obligations of the Society, shall be distributed to one or more qualified organizations for one or more exempt purposes within the meaning of section 501(c)(3) of the Internal Revenue Code.

**ARTICLE IX**  
**BOOKS AND RECORDS**

The Society shall keep correct and complete books and records of account and shall also keep minutes of the proceedings of its Board and committees having any of the authority of the Board.

**ARTICLE X**  
**FISCAL YEAR**

The fiscal year of the Society may be fixed by resolution of the Board and shall otherwise end on June 30th of each calendar year.

**ARTICLE XI**  
**AMENDMENTS**

The power to alter, amend or repeal the bylaws or adopt new bylaws shall be vested in the Board. Such action may be taken at a regular or special meeting. The bylaws may contain any provisions for the regulation and management of the affairs of the Society not inconsistent with the law or the Articles of Incorporation.

**Adopted by the Board on January 2, 2021**

## **Appendix B – Conflict of Interest Policy**

### **ARTICLE I. PURPOSE, SCOPE, AND APPLICATION**

1. The purpose of this Conflict of Interest Policy (the "**Policy**") is to protect the interests of The Northwest Choral Society (the "**Society**") when it is contemplating entering into a transaction or arrangement that might benefit or appear to benefit the private interest of any present or former director, officer, employee, or member of the Society, indirectly benefit a Related Party, or result in a possible Excess Benefit Transaction. The Society is organized to serve the public interest, and each director, officer, employee, and member must act and use good judgment to maintain and further the public's trust and confidence in the Society.

2. This Policy establishes guidelines, procedures, and requirements for:

- (a) Identifying a Conflict of Interest and situations that may result in an actual, potential, or perceived Conflict of Interest; and
- (b) Appropriately managing a Conflict of Interest in accordance with legal requirements and the goals of accountability and transparency.

3. This Policy applies to all directors, officers, employees, and members of the Society. All directors, officers, employees, and members must familiarize themselves with and adhere to the principles and rules set out in this Policy.

4. This Policy is intended to supplement but not replace any state and federal laws governing conflicts of interest applicable to Society and charitable organizations.

5. Any questions about this Policy should be referred to Penny Perles (847-439-1542) (PO Box 982 Park Ridge, IL 60608) (pjperles@yahoo.com ), who is in charge of administering, enforcing, and updating this Policy.

### **ARTICLE II. DEFINITIONS**

1. "**Conflict of Interest**". Arises in situations where, in the judgment of the Society's board of directors:

- (a) The outside interests or activities (such as Covered Interests) of a director, officer, employee, or member interfere or compete with the Society's interests.
- (b) The stake of a director, officer, employee, or member in a transaction or arrangement is such that it reduces the likelihood that such person's influence can be exercised impartially in the best interests of the Society.
- (c) A director, officer, employee, or member has divided loyalties.
- (d) An Excess Benefit Transaction would occur.

2. "**Covered Interest**". Exists when any director, officer, employee, or member has directly, or indirectly through a Related Party:

- (a) An ownership or investment interest in any entity with which the Society has a transaction or arrangement.
- (b) A compensation arrangement with the Society or with any entity or individual with which the Society has a transaction or arrangement.
- (c) A potential ownership or investment interest in, or compensation arrangement with, any entity or individual with which the Society is negotiating a transaction or arrangement. Compensation includes direct and indirect remuneration as well as gifts or favors that are not insubstantial. A Covered Interest is not necessarily a Conflict of Interest. Under Article III.2, a person who has a Covered Interest may have a Conflict of Interest only if the board decides that a Conflict of Interest exists.

3. "**Excess Benefit Transaction**". Any transaction in which an economic benefit is provided by the Society, directly or indirectly, to or for the use of a disqualified person and the value of the economic benefit provided by the Society exceeds the value of the consideration (including the performance of services) received by the Society. A "disqualified person" is any person who was in a position to exercise substantial influence over the affairs of the Society at any time during a five-year lookback period, ending on the date of the transaction, and includes but is not limited to the Society's directors, officers, and Related Parties, as defined herein.

4. "**Interested Person**". Any director, officer, employee, or member who has a direct or indirect Covered Interest.

5. "**Related Party**". Any one of the following persons or entities:

- (a) Any director, officer, employee, or member of the Society or its affiliates.
- (b) Any Relative of any individual described in subsection 5(a) above.
- (c) Any entity or trust of which any individual described in subsection 5(a) or 5(b) above serves as a director, trustee, officer, employee, or member.
- (d) Any entity or trust in which any individual described in subsection 5(a) or 5(b) above has a thirty-five percent (35%) or greater ownership or beneficial interest.
- (e) Any partnership or professional corporation in which any individual described in subsection 5(a) or 5(b) above has a direct or indirect ownership interest in excess of five percent (5%).
- (f) Any other entity or trust in which any individual described in subsection 5(a) or 5(b) above has a material financial interest.

6. "**Relative**". Any one of the following persons:

- (a) The spouse or domestic partner of an Interested Person.
- (b) The ancestors of an Interested Person.
- (c) The siblings or half-siblings, children (whether natural or adopted), grandchildren, and great-grandchildren of an Interested Person.
- (d) The spouse or domestic partner of any person described in subsection 6(c) above.

### **ARTICLE III. Procedures**

1. "**Duty to Disclose**". An Interested Person must disclose the existence of any actual, potential, or perceived Conflict of Interest as soon as such Interested Person identifies that there may be a Conflict of Interest, and before the Society enters into the proposed transaction or arrangement that gives rise to the Conflict of Interest.

- (a) The disclosure shall be made to:
  - (i) the board of directors
- (b) The Interested Person shall be given the opportunity to disclose all material facts to the board of directors concerning the proposed transaction or arrangement, including the circumstances giving rise to the Conflict of Interest.

2. "**Determining Whether a Conflict of Interest Exists**". After disclosure of the actual, potential, or perceived Conflict of Interest, the board shall determine whether a Conflict of Interest exists by following the procedures described in this Section 2:

- (a) The Interested Person shall disclose all material facts relating to the potential Conflict of Interest to the board.
- (b) After any discussion between the board and the Interested Person, the Interested Person shall leave the meeting while the determination of a Conflict of Interest is discussed and voted upon.

(c) The board members, other than the conflicted Interested Person(s), shall decide if a Conflict of Interest exists. If the remaining board determines by majority vote that no conflict exists, no further review of the transaction by the board is required if not ordinarily required in the normal course of business. The discussion and determination of the existence of a Conflict of Interest shall be documented in accordance with the procedures outlined in Article IV below.

(d) The determination that a Conflict of Interest exists shall not preclude the board (other than the conflicted Interested Person(s)) from approving the matter, but such determination shall require the board to follow the procedures outlined in Article III.3 below.

3. **"Procedures for Addressing the Conflict of Interest"**. To address a Conflict of Interest, the board shall follow the procedures described in this Section 3:

(a) An Interested Person may make a presentation at the board meeting, but after the presentation, the Interested Person shall leave the meeting during the discussion of, and the vote on, the transaction or arrangement involving the Conflict of Interest.

(b) The Interested Person shall not attempt to intervene with or improperly influence the deliberations or voting on the matter giving rise to the Conflict of Interest.

(c) The chairperson of the board shall, if appropriate, appoint a disinterested person or committee to investigate market information and alternatives to the proposed transaction or arrangement, including obtaining comparability data when determining compensation.

(d) After exercising due diligence, the board shall determine whether the Society can obtain with reasonable efforts a more advantageous transaction or arrangement from a person or entity that would not give rise to a Conflict of Interest.

(e) If a more advantageous transaction or arrangement is not reasonably possible under circumstances not producing a Conflict of Interest, the board shall determine by a majority vote of the disinterested directors whether the transaction or arrangement is: (i) in the Society's best interests; (ii) for its own benefit; and (iii) fair and reasonable.

(f) In conformity with the above determinations, the board shall make its decision as to whether to enter into the transaction or arrangement.

4. **"Violations of the Conflict of Interest Policy"**.

(a) If the board has reasonable cause to believe an Interested Person has failed to disclose an actual, potential, or perceived Conflict of Interest, it shall inform the Interested Person of the basis for such belief and afford the Interested Person an opportunity to explain the alleged failure to disclose.

(b) If, after hearing the Interested Person's response and after making further investigation as warranted by the circumstances, the board determines the Interested Person has failed to disclose an actual, potential, or perceived Conflict of Interest, it shall take appropriate disciplinary and corrective action, up to and including termination of employment or membership, or removal from the board.

(c) Each director, officer, employee, and member is responsible for reporting to his or her manager or to the board any suspected failure to disclose by any Interested Person, regardless of position, in accordance with the Society's whistleblower policy.

(d) Conduct that violates this Policy is always considered outside the scope of employment of any employee acting on behalf of the Society.

5. **"Confidentiality"**.

(a) The Society shall maintain the confidentiality of any disclosures made in connection with this Policy and limit access to the information in accordance with the Society's privacy policy.

(b) Each director, officer, employee, and member shall exercise care not to use, publish, or disclose confidential information acquired in connection with disclosures of actual,

potential, or perceived Conflicts of Interest during or subsequent to his or her employment, participation as a member, or participation on the board of directors.

#### **ARTICLE IV. RECORDS OF PROCEEDINGS**

1. The minutes of the meeting(s) of the board shall contain:

(a) (i) The names of the persons who disclosed or otherwise were found to have an actual, potential, or perceived Conflict of Interest; (ii) the nature of the disclosed interest; (iii) any action taken to determine whether a Conflict of Interest was present; (iv) whether the Interested Person was present during the determination; and (v) the board's decision as to whether a Conflict of Interest in fact existed.

(b) (i) The names of the persons who were present for discussions by the board of the proposed transaction or arrangement; (ii) the votes relating to the transaction or arrangement; (iii) the content of the discussion, including any alternatives to the proposed transaction or arrangement; and (iv) a record of any votes taken in connection with the proceedings.

2. The board minutes shall be approved as reasonable, accurate, and complete before the later of:

(a) The next board meeting.

(b) Sixty (60) days after the final actions of the board are taken.

#### **ARTICLE V. COMPENSATION**

1. A voting member of the board who receives compensation, directly or indirectly, from the Society for services is precluded from voting on matters pertaining to that member's compensation.

2. A voting member of any committee whose jurisdiction includes compensation matters and who receives compensation, directly or indirectly, from the Society for services is precluded from voting on matters pertaining to that member's compensation.

3. No voting member of the board or any committee whose jurisdiction includes compensation matters and who receives compensation, directly or indirectly, from the Society, either individually or collectively, is prohibited from providing information to any committee regarding compensation.

#### **ARTICLE VI. ANNUAL STATEMENTS AND DISCLOSURES**

1. Each director, officer, employee, and member shall annually disclose all potential and actual Conflicts of Interest in writing on the Society's disclosure form in accordance with this Policy and sign a statement that affirms that such person:

(a) Has received a copy of this Policy;

(b) Has read and understands this Policy;

(c) Has agreed to comply with this Policy; and

(d) Has no Conflict of Interest to report or is reporting current Conflicts of Interest

#### **ARTICLE VII. PERIODIC REVIEWS**

1. To ensure the Society operates in a manner consistent with charitable purposes and does not engage in activities that could jeopardize its reputation or tax-exempt status, periodic reviews shall be conducted. The periodic reviews shall, at a minimum, include the following subjects:

(a) Whether compensation arrangements and benefits are: (i) reasonable; (ii) based

on competent survey information; and (iii) the result of arm's length bargaining; and

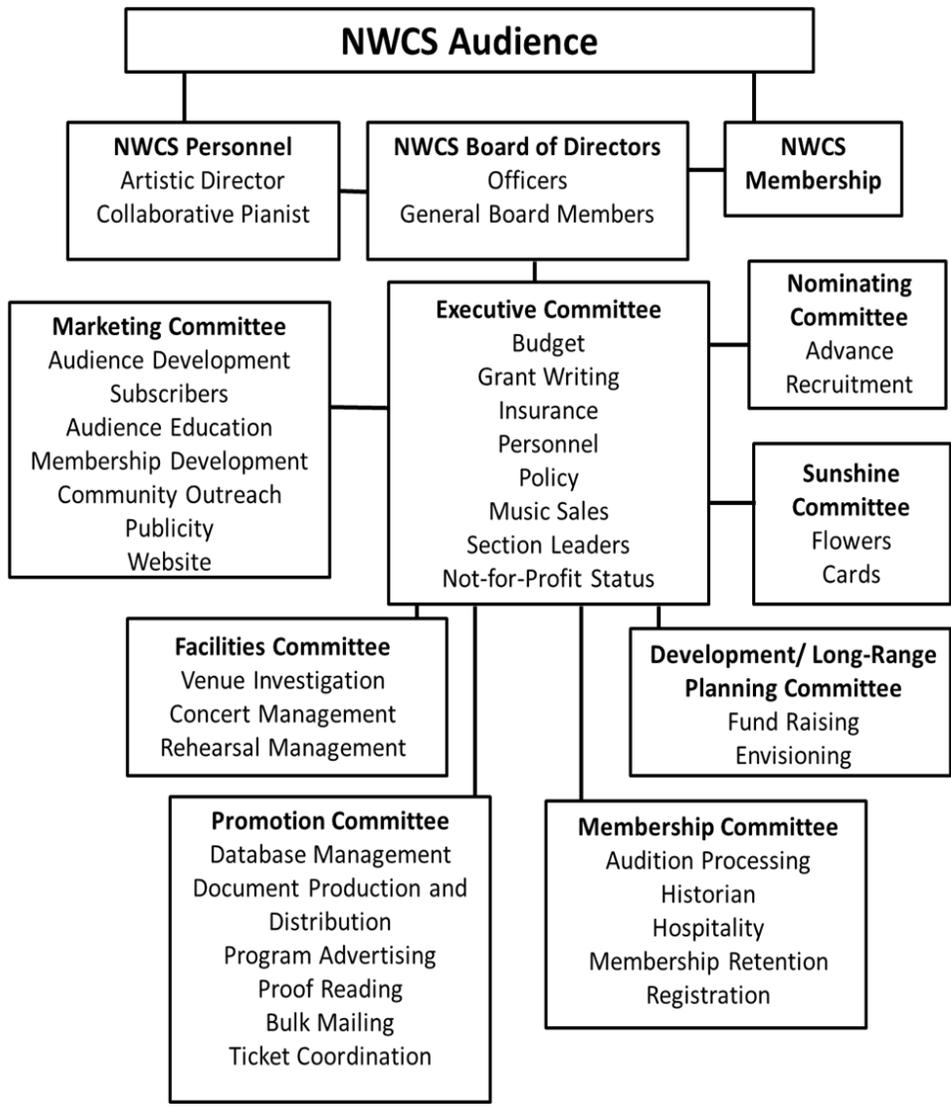
(b) Whether partnerships, joint ventures, and arrangements with management organizations: (i) conform to the Society's written policies; (ii) are properly recorded; (iii) reflect reasonable investment or payments for goods and services; (iv) further charitable purposes; and (v) do not result in inurement, impermissible private benefit, or an Excess Benefit Transaction.

2. The Society expressly reserves the right to change, modify, or delete the provisions of this Policy without notice.

#### **ARTICLE VIII. USE OF OUTSIDE EXPERTS**

When conducting a Conflict of Interest determination as provided for in Article III or a periodic review as provided for in Article VII, the Society may, but need not, use outside advisors. If outside experts are used, their use shall not relieve the board of its fiduciary duties or responsibilities when considering a transaction or arrangement with an Interested Person or Related Party, or for ensuring periodic reviews are conducted.

## Appendix C -- Organizational Chart



## **APPENDIX D: 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 E: 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.

**Annual Review** - Annual review of the financial statements and underlying financial records, and written summary of results of the review submitted to the board by a non-member within 60 days of the close of each fiscal year.

**Section Leaders** - assist the Artistic Director and other artistic staff in the pursuit of artistic excellence. 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.

<b>Filing Name</b>	<b>Important Dates</b>
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 <sup>th</sup> day of the 5 <sup>th</sup> 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+ BMI Yearly Fee of 250+	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, web site, Facebook and Instagram.

**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 F: 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 G: 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 President

## **APPENDIX H: 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.