

# Membership Coordinator

## Job Description

- Represents the interests of chapter management and membership on the Regional Management Team.
- Communicates president/team leader and chapter needs and issues to the Regional Management Team.
- Provides and facilitates a forum for presidents/team coordinators at regional events.
- Instills in the members of her region an awareness of their relationship to the organization, to the region, and to other choruses.
- Develops a plan, in conjunction with the Education Coordinator, to teach chapters in revitalization ways to attract new members and retain existing ones.
- Plans and implements programs in the areas of membership growth and retention.
- Works in coordination with Marketing Coordinator on membership growth and retention plans.
- Visits and maintains regular contact with chartered chapters to promote membership growth and retention programs.
- Guides prospective chapters through the *Steps Toward Chartering* program.
- Assists chapters in revitalization with growth and retention programs.
- Develops support staff to assist in planning and implementing programs such as:
  - Steps Toward Chartering
  - Membership recruitment
  - Member retention
  - Chapters in revitalization
- Appoints a Chapter-at-Large Coordinator to ensure CAL members' awareness of and inclusion in regional events, programs, and publications.
- Appoints a Chapter Coordinator to maintain regular contact with chapter presidents/team leaders to assess and communicate chapter needs to the Membership Coordinator.
- Maintains contact with appropriate staff at international headquarters.
- Maintains comprehensive records and forwards materials to successor.
- Trains her successor.
- Appoints staff to assist with the implementation of responsibilities.

## The Role of the Membership Coordinator

As the Membership Coordinator for your region, you are seen by members as the authority in the area of membership growth and retention, and chapter administration.

If you are new to this role, there is no better way to boost your confidence than to become thoroughly familiar with the contents of the *Members Count! Toolkit*, the *Chapter Guide*, the *Policy Book*, as well as the public relations and marketing kit, *Selling Sweet Adelines*, and this handbook. The information in these publications provides a sturdy foundation on which to build and maintain your region's membership programs.

### **The Membership Coordinator's Staff**

Find and train a staff that will share your expertise, your enthusiasm, your goals, and the work! Delegation is one key to implementing and running successful, varied regional programs. The size of your staff largely depends on the region's membership activity, its geographic size, complexity, and budget. If you and the region feel it is important to keep in close contact with choruses and Chapter-at-Large members, develop classes to take on the road, create educational events for members and/or membership chairs at regional meetings, and take full advantage of the Internationally Funded Visit program. This contact program takes time to build and implement and a minimum of several individuals to assist you. It also requires commitment on the part of the region to provide funding.

### **Determine Your Focus**

Since the job description provides a standard against which your activities will be measured, review the task descriptors to begin planning your year. Although you (or your designee) are responsible for the items listed, you may see a regional need to emphasize one area of involvement over another, at least for a specific year. Perhaps you have expertise in membership retention or hold a special interest in working with prospective choruses. Maybe developing scripts and teaching classes in communication skills is an activity you find rewarding. Decide where you want to go, get the project funded, and take off! Don't forget to delegate tasks that need to be implemented, monitored, and evaluated for their effectiveness.

### **Request Regional Funding**

To ensure that vital membership programs receive their share of funding, it is up to you, in conjunction with the Education Coordinator, the Finance Coordinator and others on your staff, to develop clearly defined, goal-oriented programs which can be supported by the regional team.

### **Membership Growth and Retention**

An important component of the Membership Coordinator's job is promoting membership growth and retention within the chapters and the region. The possibilities are endless! The *Members Count! Toolkit* is a valuable companion and guide to membership recruitment and retention.

## **Prospective Chapters and Steps Toward Chartering**

A group of women who want to form a new chapter of Sweet Adelines does so through the Steps Toward Chartering process. The women may or may not have been affiliated with Sweet Adelines in the past. The following is an overview of your role in the prospective chapter process.

## **Steps Toward Chartering**

A person or group contacts international headquarters requesting information about affiliating with Sweet Adelines International. Communications Department personnel at international headquarters mail a letter and a packet of information entitled “Steps Toward Chartering” to the requestor. Steps Toward Chartering includes information on planning the introductory meeting and first rehearsal, how to request prospective status, basic marketing with the goal of publicizing the chorus and obtaining new members, as well as ideas on finding a chorus director. Your assistance will be required to ensure that the prospective chapter finds a chorus director who is not only musically competent but also has adequate people skills.

## **Granting Prospective Status**

The philosophy of the International Board of Directors is to automatically grant prospective status to groups that seek affiliation with Sweet Adelines International— with rare exceptions. This includes prospective chapters formed as a result of chorus splits. The board holds the philosophy that every woman should have a choice about where she sings.

## **Step One**

Once the group applies for and is granted prospective status, Step One is mailed to the group. During Step One the prospective chapter learns about the history and structure of Sweet Adelines, chooses and receives approval of its chapter name, begins developing its financial structure and administration and continues rehearsing. Along with the Step One booklet, the prospective chapter receives sheet music and learning tapes, various brochures, and material on how to form a prospective chapter.

## **Administrative Visits**

Each prospective chapter is entitled to receive two visits (funded by international) from the Membership Coordinator or her designee. The timing of the visits is coordinated by the Regional Management Team and the prospective chapter. See the section entitled Internationally Funded Visits for more information.

## **Step Two**

When the prospective chorus is ready, it may apply to advance to Step Two. Step Two further guides the prospective chapter in membership marketing, administration, sharing responsibilities through the appointment of standing committees, completion of the chapter standing rules, the basics of barbershop and ultimately to charter as a Sweet Adelines International chapter. You continue to be a source of information and support to the prospective chapter during Step Two and beyond.

## **Approval to Charter**

Considerable paperwork is involved in the final stages of the chartering process. You may be called upon to assist if unexpected problems arise. Four visit reports, two from the Membership Coordinator and two from the Education Coordinator, are required before a prospective chapter’s application for charter is considered complete. Once the application

is complete, the International Board of Directors is asked to vote whether or not to approve the group's application for charter.

### **Regional Competition**

Some prospective choruses are especially anxious to compete regionally once they charter. One of the duties of the Membership Coordinator is to explain competition procedures, the deadlines involved, and music copyright requirements.

## **Membership Growth & Retention**

Membership growth and retention are topics that, along with our music, are the lifeblood of the organization's future.

It takes an organized membership program and strong leadership to create programs that encourage growth and retention. The Regional Management Team, with the Membership Coordinator in the lead, can foster an attitude of encouraging and welcoming new members to your region as well as retaining current members.

As with any membership program, planning is vital. Vision and commitment must be well defined. You need to recruit and train a membership team to assist you, as one look at your job description will confirm. Ideally, your team should find time to meet as early in the fiscal year as possible. Define who has special interests and abilities to accomplish the many tasks that must take place throughout the year. Be realistic in your planning—consult the regional budget to see what is financially possible.

It is important that you become familiar with the resources available to you. Read the *Members Count! Toolkit* and *Selling Sweet Adelines*. Then, review pertinent sections of the *Chapter Guide* and the *Policy Book*. People will look to you for answers to many questions pertaining to membership and the more answers you have at your fingertips, the more comfortable and confident you will become. The Communications Department at headquarters is available to assist you and answer questions.

It is especially important that you become familiar with the membership programs outlined in the *Members Count! Toolkit* because these programs are known to work! The Class/Vocal Lesson Plan has been used by many choruses and adapted and personalized to fit many situations. The Performance Opportunity Plan also has been successful in targeting and recruiting new musically talented members. You and/or your team can select several of these ideas and build a “how to” program to present to choruses. Be creative in your approach; catch their imagination.

When you plan membership programs for chorus membership leaders, stress the importance of retention. Often choruses become so caught up in recruitment campaigns that retention efforts fall by the wayside—a big mistake! When a member leaves, not only does it reduce the size of the chorus, she may take with her years of musical experience and knowledge. Choruses reach their musical potential by retaining present members as

a solid core, then steadily and slowly adding new members. A chorus that constantly churns members is typically a chorus of unresolved conflict.

As your membership team considers ways to reach individual members and enrich the membership programs of choruses within your region, consider the following ideas:

- Publish a periodic regional membership newsletter and/or electronic newsletter. This is a great way to publicize a membership class at an upcoming regional event, welcome a newly chartered chorus, or list the names and contact information of the chorus membership chairs within your region.
- Use the newsletter to highlight a chorus' successful recruitment drive, pass along retention suggestions, present regional membership statistics, suggest a new member orientation, pass on membership information from international, or share chorus membership chair job descriptions. A membership newsletter gives importance to the chorus' membership chair position, promotes sharing among the choruses, and provides general, useful information.
- Plan a membership luncheon at a regional event. Instead of a structured class, consider a luncheon for chorus membership chairs (or their designees). An effective method of gaining knowledge is to learn from one another, so allow plenty of time for interaction. Assign each table a topic to discuss over lunch, then ask each table to present an oral summary of the discussion.
- Develop a model "rookie" program for new chorus members. It is known that most members who leave the organization do so within the first three years. Many leave because they feel ignored or unable to grasp the sound of barbershop harmony. Granted, some choruses carefully plan for integrating and educating new members, while other choruses are less sophisticated in understanding newer members' needs.

A good deal of attention and information is presented to members within the first several months of joining—and there is much to be absorbed! When the member seeks additional information, often it is not provided.

New members benefit from periodically receiving information throughout their first year and beyond, as opposed to dumping vast quantities on the member within weeks of joining. While it is natural that a new member's interest would originate at the chorus level, information regarding regional and international structure and activities should also be introduced.

**Establish a membership awards program.** If your region already has an awards program, think of new ways to make it more exciting and member inclusive. See if your region can use an international membership program or contest as a springboard to magnify the effect of your region's own awards program.

**Plan a program with your Directors' Coordinator.** One of the primary reasons members join and stay in a chorus is because of the director. The director's people skills are often as important as her/his music skills. Make sure the directors in your region understand the significant role they play in membership recruitment and retention.

**Encourage interaction between choruses.** Keep the musical rivalry in your region friendly! Suggest choruses within the same geographic region get together for an evening of song and fun. This can add variety to the weekly rehearsal. Or, encourage choruses to plan a trip or community performance together. Do what it takes to promote a spirit of camaraderie within the region.

These are a few ideas for promoting growth and retention within your region. A brainstorming session will provide you with many more.

## Membership Options

### Chapter-at-Large Membership

Chapter-at-Large (CAL) membership provides regional and international affiliation for nonmembers or former or current members of Sweet Adelines International who cannot or prefer not to affiliate with a local chapter.

“Going CAL” is useful when a member leaves a chartered chorus to join a prospective chorus. By joining CAL, she maintains an unbroken membership in Sweet Adelines International. When her prospective chorus charts, she then transfers her membership to the new chorus.

It is important that you keep a supply of CAL membership applications on file. When you hear of a chorus split or a chorus that is losing members over some controversy, contact the chorus leadership to make certain that their members understand their option to go CAL to keep their membership continuous. A member leaving a chorus should transfer to CAL (or to another chorus) before resigning her current chorus. She may lose her membership in Sweet Adelines if she resigns without first transferring her membership. (Members also have the option of a 60-day transition period without losing their membership. To take advantage of this option, members complete a “Request for Transition Membership Status” form, available from international. For more information, see the Policy Book, Section III, Div. C, 5.)

You should appoint a CAL liaison whose job is to keep track of CAL membership records and communicate with regional CAL members, keeping them informed and responding to their inquiries so they feel integrated into the region.

The Education Coordinator is responsible for CAL quartet quality control and education for CAL members. Many CAL members actively participate in regional and international activities. CAL members often hold positions and offices at the regional or international level or perform and compete with quartets.

CAL members are eligible to vote for the regional board of directors in the region with which they are affiliated. They are also encouraged to vote in the annual election for members of the International Board of Directors. All CAL members belong to a CAL Chapter. When CAL members' votes are totaled, the results are counted as one chapter's vote.

The current per capita fee for CAL members covers a membership card, a subscription to *The Pitch Pipe*, mailings from international, member rates for international convention registration and educational events, and sales items including music.

If a CAL member finds that she desires to join a chorus, she is eligible to transfer her membership without paying an additional per capita fee in the same fiscal year. Upon transfer, CAL membership automatically terminates. (See Section III, Div. B of the *Policy Book* for detailed CAL information.)

Other membership options include:

### **Associate Membership**

Associate membership was created primarily for members with physical disabilities or time constraints who find it difficult to meet rehearsal requirements and the rigors of performing and/or competing. Except for being prohibited from competing or performing in a Sweet Adelines chorus, an associate member holds all other privileges of active membership.

### **Dual Membership**

Dual membership allows members to join more than one chorus in the same region, or different regions. This allows members the flexibility to continue year-round Sweet Adelines activities, even if they move seasonally to different locations. Dual members are counted members of all choruses to which they are paying dues for chartering and rechartering purposes. Dual members may compete with all choruses of which they are a member.

### **Youth Membership**

Individuals 25 years of age or younger as of their membership application date or annual renewal date can qualify for youth membership. Youth members receive full membership privileges, but are required to pay only half of the regular international per capita fee. Many chapters also offer their youth members discounted chapter dues.

Although most chapters welcome young women, some specify in their standing rules a minimum age for being eligible for youth membership.

### **Member-at-Large Membership**

Member-at-Large (MAL) members are affiliated with, and pay dues to, the international organization. MAL members are not affiliated with a chapter or region and are not required to pay regional assessments. They may not compete or perform. MAL members receive a membership card, a subscription to the *The Pitch Pipe*, mailings from

international headquarters, and member rates for international convention registration, educational events and purchases from International Sales.

### **Lifetime Membership**

Lifetime membership is an option that allows for the payment of per capita fees in one lump sum. The one-time fee is nonrefundable and nontransferable. After payment of the fee, the member is never required to pay an additional per capita fee. Lifetime memberships are available to all members of Sweet Adelines International. Sometimes a chapter or a region will honor a member by presenting her with a lifetime membership as a gesture of esteem.

Complete criteria for all membership options in Sweet Adelines International can be found in the *Policy Book*, Section III, Division C and in the *Chapter Guide*, Section VI: Membership.

### **Consolidation**

A consolidation occurs when two or more chapters each discontinue their independent existence (dissolve) and a new chapter is formed. The new chapter includes the memberships of the consolidating chapters, and assumes their assets and liabilities.

Chapters wishing to consolidate must notify the membership department of their intent to initiate the consolidation procedure. A joint letter, signed by the president and secretary of all chapters involved, serves as official notification. This letter must be accompanied by a consolidation fee from each chapter to help defray the cost of paperwork required to process the consolidation.

If the consolidation is taking place before regional competition, policy states the new chorus must be approved 60 days prior to competition in order to compete. If a regional championship chorus decides to consolidate it loses its status as an international competitor.

A counselor may be appointed by the International Board of Directors to assist and advise the chapters during the consolidation process. The region should maintain contact with the consolidating groups and assist them as needed.

Consolidating chapters are not considered prospective chapters. They are not required to have two administrative and musical visits.

Once the application for consolidation is complete, the International Board of Directors is asked to vote to approve the application.

For more information on consolidations, see the *Policy Book* and *Chapter Guide*.

## Dissolution

Dissolution occurs when a chorus either votes to dissolve or loses its charter. There will be a time when a chorus in your region dissolves.

The Membership Coordinator should take this opportunity to comfort the chorus members, reminding them that they may continue their affiliation with Sweet Adelines International through Chapter-at-Large (CAL), Member-at-Large (MAL) or by joining another chorus.

Members of dissolving chapters may also apply for prospective chapter status. (Dissolving choruses that enter prospective chapter status go through the procedure beginning with Step Two.)

Staff at international headquarters guides the dissolving chapter through the process by which they disperse their assets and complete final U.S. tax reports. For more information on chapter dissolution see the *Policy Book* and the *Chapter Guide*.

## Revitalization

This option is typically used by a chorus that has lost a director, has recently undergone a split, or has other reasons to take time out to reflect, plan new goals, and be relieved of any pressure to compete. The *Policy Book* contains information about revitalization.

Revitalization should not be considered as an easy way out of the challenge of recruiting and keeping the minimum number of members necessary to maintain a healthy chorus. Members must be willing to develop a plan to rebuild and strengthen their chorus; however, most regions have developed a written plan that outlines the purposes and responsibilities of both region and chorus during the revitalization process. The regional revitalization plan gives direction and serves to determine the chorus' progress. A revitalization template is included in this chapter to assist the region in creating a plan.

Two internationally funded visits are available for chapters in revitalization. The Regional Management Team chooses the visitor based on chorus need. Report/reimbursement forms are available from international headquarters. See the section entitled Internationally Funded Visits for more information.

Although the typical time period for a chorus to remain in revitalization is May to May, some choruses rebound quickly and ask for permission to leave revitalization within the first year. This permission is usually given; regional personnel are responsible for making this determination. A second year in revitalization may be granted at the discretion of the Regional Management Team. Anything beyond the second year must be approved by the International Board of Directors.

If a chorus is not able to attract the minimum number of members by the end of its revitalization period, it may become a prospective chapter, beginning with Step Two. The chorus may also dissolve.

## **CAL: Chapter-at-Large, Not “at Loose”**

Chapter-at-Large members are those who are unable or have chosen not to belong to an established chapter of Sweet Adelines International, but want to belong to the larger organization. A myriad of reasons exist for their decisions; as regional leaders you have the responsibility of communicating with these valued members. Furthermore, you have the opportunity to draw upon their talents, nurture their friendships, and include them among your regional assets. Here are some ideas for reaping those rewards:

**Define a process for CAL communications.** Once a CAL application is processed at international headquarters, notice is sent to the Membership Coordinator. What happens next? Who sends her a letter of welcome? How/when is the Financial Coordinator informed? Who is responsible for adding the new CAL member to the mailing list? What is the timeline for this procedure? Will she receive any mailings in the transition period between notification and receipt of regional assessments? Who is her contact if she has questions? If she plans to sing in a registered quartet, how will she be auditioned?

**Assign a CAL Coordinator.** Once the initial communication procedures have been completed, CAL personnel often appreciate periodic contact. Assigning a regional CAL Coordinator to keep in touch and to remind them of upcoming events is effective. This person need not deal with the procedural things; perhaps she calls, e-mails, or sends a special note before regional events. Maybe she contacts them for input before a Regional Management Team meeting. She keeps in touch.

**Organize a time and place for CAL members to get together once or twice a year.** Meeting for lunch at a regional seminar, or arranging for a table together at the regional installation event helps CAL members feel included.

**Provide a roster of CAL members to other CAL members in the region.** Helping people make connections with others is a valuable retention tool in any chapter, including Chapter-at-Large.

**Welcome CAL members moving from another region into yours.** Often we're more aware of individual members deciding to drop a chapter affiliation and “go CAL” than we are of newly arriving CAL members. Take note of new arrivals.

**When a chorus dissolves, provide information.** Send a letter to each individual, including contact numbers for neighboring chapters and information about CAL membership. Keep a supply of CAL applications in your files, and make them available. Letting them know that you value them as individuals and want them to continue enjoying the organization is an important courtesy.

A Chapter-at-Large member can benefit your region. If the atmosphere is supportive and friendly, she will be one of our best ambassadors to the public; she will speak warmly of the organization which continues to make her proud. She may be eager to help at a regional event, or willing to contribute skills to a regional committee. Maybe she'll sing in a quartet, spreading our harmony to new audiences. If a member joins CAL because she has relocated to an area where no chapter exists, she may even feel compelled to form a prospective chorus!

Remember...she has joined CAL because she wants to remain a part of us. Communicate with her as a "keeper."

## Revitalization Program Template

*Instructions: The following is a template for use in developing your region's revitalization program, agreement and time line.*

### Purpose

The purpose of this revitalization program is to provide information and assistance in the areas of membership growth and retention, as well as musical and administrative team-building to choruses whose membership has dropped below the 15-member chapter rechartering requirement.

### Primary Goal

The primary goal is to assist the chorus as it develops an organized plan to rebuild its membership so it can recharter at or above the 15-member requirement.

### Entering Revitalization Program

The Regional Management Team or the chorus may initiate this revitalization process if it is unable to recharter with at least 15 members. A chorus may request revitalization status for the next fiscal year by notifying the Membership Coordinator of its intent before May 1. The Membership Coordinator will send the chorus a copy of the region's revitalization program. After reading the program material and discussing it with the chorus director and the chorus membership, the president/team coordinator will confirm with the Membership Coordinator the chorus' intent.

A chorus that has been granted revitalizing status is not eligible for this status again for three years from the end of the revitalization period, as stated in the Sweet Adelines International *Policy Book*.

International headquarters must be notified of choruses obtaining this status. The Membership Coordinator submits an "Approval of Revitalization Status" form to the Communications Department in May for each chorus granted entry to the revitalization program for that fiscal year.

The region works with each chorus on an individual basis to help the chorus determine its specific needs, and to help the chorus develop a plan for growth. The region offers guidance and assistance so a chorus may achieve its goal of rechartering. However, the responsibility for the success (or failure) of the revitalizing program lies with the chorus.

While the primary duties associated with revitalization choruses are the responsibility of the Membership Coordinator and the Education Coordinator, all communication regarding choruses in revitalization will be shared among the Regional Management Team members so they may coordinate efforts to assist the chorus based on the following criteria:

- Musical experience, expertise and progress shown
- Administrative experience, expertise and progress shown
- Commitment to an organized membership growth plan
- Regular communication skills demonstrated within the chorus and between the chorus and Regional Management Team

**Charter and Good Standing:**

The chorus retains its charter and is considered in good standing while in the revitalization program.

**Performance Privilege:**

The revitalizing chorus will NOT accept performances until it receives written permission from the Education Coordinator. Performing without permission may void the revitalization agreement between the region and the chorus, and may jeopardize its continuation in the program, and ultimately, its charter.

**Program Duration:**

Revitalization status is for a 12-month period beginning with a new fiscal year. This time frame allows a chorus an opportunity to rebuild its membership. A chorus may be permitted to leave the revitalization program before the end of the fiscal year if it accomplishes the objectives of its specific plan as agreed upon by the chorus and the Regional Management Team AND the chorus has 15 or more members in good standing.

If a chorus leaves the revitalization program before the end of the fiscal year, the Membership Coordinator notifies headquarters promptly of this change.

The Regional Management Team may offer a chorus a second year in revitalization “for good cause.” As long as the chorus continues to meet the objectives set forth in the plan in a timely manner, the region will continue to offer its support through written and verbal guidance, resource materials, and visits by appropriate regional personnel.

According to the Sweet Adelines International *Policy Book*, Section III, Div. A, 4, “At the end of the revitalization period, should the revitalizing chapter be unable to fulfill the rechartering requirements, it may request dissolution or prospective status.”

## Revitalization Agreement

The \_\_\_\_\_ Chorus has read the description of the region's revitalization program and policy as set forth by Sweet Adelines International *Policy Book* (Sec. III, Div. A, 4), has discussed the program with its chorus director and membership and hereby requests revitalization status, beginning May 1, \_\_\_\_\_. The chorus understands that the request must be approved by the Regional Management Team which will notify the director and president/team coordinator of the chorus' acceptance into the revitalization program.

### **The region agrees to:**

- Contact the chorus within 30 days of the time revitalization status is granted to introduce regional contact personnel, and to begin work with the chorus leadership to develop a specific plan of action for the revitalization period.
- Cover travel expenses (either with regional funding or internationally funded visits) for regional personnel required for these activities: 1) goal-setting/implementation session by the Membership Coordinator or her designee; 2) one follow-up visit by the Membership Coordinator or her designee; 3) two visits by the Education Coordinator or her staff.
- Provide space and time at regional weekends for the chorus president/team coordinator, membership chair, and chorus director (or others as requested) to meet with the Regional Management Team.

### **When revitalization status is granted, the chorus agrees to:**

- Work with the Membership Coordinator and Education Coordinator to develop a plan specific to the chorus' needs during this revitalization period.
- Work with the Membership Coordinator and Education Coordinator to establish realistic schedules to complete objectives in a timely manner.
- Communicate regularly with the Membership Coordinator and Education Coordinator, as detailed in the chorus' plan.
- Participate in music and administrative events held in the region during the year.
- Whenever possible, subsidize chorus leaders' attendance at regional events, and their enrollment in special regional programs to ensure their participation.
- See that activities are delegated so that requirements and deadlines are consistently met.

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 Membership Coordinator

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 Chorus President/Team Coordinator

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 Education Coordinator

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 Chorus Director

## Approval of Revitalization Status

Chapter \_\_\_\_\_ Region # \_\_\_\_\_

Location of Chapter: \_\_\_\_\_

I have approved revitalizing status for the above-listed chapter.

*Give a brief explanation of why the chorus needs revitalizing status and list the specific type of help you feel the chorus needs to rebuild its chapter.*

\_\_\_\_\_  
Membership Coordinator on behalf of the Regional Management Team

\_\_\_\_\_  
Date

Return to:  
Sweet Adelines International  
P.O. Box 470168; Tulsa, OK, USA 74147  
fax 918-665-0894, e-mail: [connie@sweetadelineintl.org](mailto:connie@sweetadelineintl.org)

## Revitalization Time Line

### End of Month 1 (30 days after notification of revitalization status):

1. Chorus president/team coordinator (or her designee) will send the following to the Membership Coordinator:
  - A roster which includes the names and addresses of the chapter board of directors/management team with committee chairs identified.
  - A copy of the current chapter standing rules.
  - A copy of the director's agreement.
  - A copy of the current budget.
  - A copy of the minutes from the most recent chapter board/management team meeting.
  - Completed Guest Program form (form enclosed).
  - A copy of a current chapter newsletter.
2. Chorus director (or her designee) will send the following to the Education Coordinator:
  - A roster which includes the names and addresses of the director(s) and music staff.
  - A copy of the director's agreement.
  - A copy of the minutes of a recent music staff meeting.
  - Completed Rehearsal Outline (form enclosed).
3. Membership Coordinator and chorus president/team coordinator will:
  - Confer by telephone to set the date for the goal-setting/implementation sessions and/or membership growth training session. (At least 85 percent of the chorus members, including the chorus director, must be present at this session.)
  - Establish a monthly touch-base telephone schedule.
4. The chorus director and at least one assistant director will enroll in the Director Certification Program (DCP), if they are not already enrolled. The chorus will make every attempt to defray the cost, if possible.
5. The Education Coordinator and chorus director will:
  - Set a time for the Education Coordinator (or her designee) to evaluate the chorus for public performance, if necessary, as determined by the Education Coordinator.
  - Establish a monthly touch-base telephone schedule.
6. Other, as specified in YOUR chorus' plan.

### End of Month 2

1. Chorus and Membership Coordinator (or her designee) to complete goal-setting/implementation session.
2. Chorus will have a written program for membership growth including specific dates of implementation and duties assigned to music/administrative leaders.

3. Chorus president/team coordinator or membership chair will send the written program for membership growth to the Membership Coordinator and discuss any questions or requests during their monthly call.
4. Chorus president/team coordinator and Membership Coordinator will set the date for further administrative training or follow-up visit.
5. Chorus director will send the written program for membership growth to the Education Coordinator and discuss any questions or requests during their monthly call.
6. Chorus director and Education Coordinator will set the date for the first visit by the Education Coordinator (or her designee). The objective of this visit will be established according to each chorus' specific needs.
7. Other, as specified in YOUR chorus' plan.

**End of Month 6:**

1. The membership program or administrative training session will be completed.
2. The first visit by the Education Coordinator or a member of her staff will be completed.
3. The second visit by the Education Coordinator or her staff will be scheduled.

**End of Month 9:**

1. A document will be submitted to the Education Coordinator and Membership Coordinator which includes the following:
  - Specific plans which address membership retention
  - A long-range plan for continued new member growth
  - Specific plans for training and development of assistant directors and music staff

**At Regular Intervals Throughout the Rest of the Revitalization Program:**

1. The chorus president/team coordinator will continue to communicate with the Membership Coordinator on a regular monthly basis.
2. The chorus president/team coordinator (or her designee) will send the chapter board/management team meeting minutes to the Membership Coordinator.
3. The chorus director will continue to communicate with the Education Coordinator (or her staff member assigned to YOUR chorus) on a regular monthly basis.
4. The chorus director (or her designee) will send music staff meeting minutes to the Education Coordinator.





### Revitalization Program Guest Program Form

(To be completed by chorus president/team coordinator or membership chair)

Chorus Name: \_\_\_\_\_ Date: \_\_\_\_\_

Membership Chair Name: \_\_\_\_\_ Phone: \_\_\_\_\_

This survey will provide a profile of your guest program for the Membership Coordinator. If necessary, use a separate page to complete your answers. Clearly printed or typed responses are appreciated.

1. Who is responsible for greeting guests when they arrive at your rehearsal?

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2. Describe how guests are greeted (for example: Are they met at the door? Do they sign a guest book? Do they receive a name tag, guest music, or any other material?).

3. Are guests encouraged to sing on their first visit? \_\_\_\_ Yes \_\_\_\_ No

4. Do you provide your guests with their own music for the evening? \_\_\_\_ Yes \_\_\_\_ No

5. Describe how you make sure guests know what part to sing. \_\_\_\_\_

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6. Describe the kind of follow-up used after a guest visits one time (for example: Do you call them within 24 hours? Do you send a note the next day? Are they assigned a riser buddy?, etc.).

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## Planning a Council of Presidents/Leadership Forum

Perhaps the most visible aspect of the Membership Coordinator's position is her work with chapter presidents/team coordinators. Because all choruses have similar needs, concerns, problems, and activities, providing a scheduled time for chapter administrative leaders to come together for education and shared discussion is an important part of leadership training.

To best meet the needs of the chapter presidents/team coordinators, the Membership Coordinator should solicit input from them early in the year, and invite suggestions each time the group meets. A survey focusing on possible topics of discussion/education can provide valuable input as you plan meetings for this group.

Regional membership weekends are the ideal setting for chapter administrator gatherings. However, special leadership retreats can be planned at any time of the year. Either way, a time for chapter presidents/team coordinators to share ideas and concerns, meet members of the Regional Management Team, and socialize with each other provides a valuable networking opportunity for chapter leaders.

### Procedures for setting up a meeting

- Survey chapter presidents/team coordinators on needs.
- Prepare agenda or plan for the forum.
- Communicate plans for the meeting to presidents/team coordinators, Education Coordinator and Events Coordinator.
- Determine who from the Regional Management Team should meet with the chapter leaders at the forum.
- Work with Education Coordinator to:
  - Schedule international faculty to teach, if appropriate.
  - Determine optimum time for the event.
  - Determine whether a chapter leader workshop should be scheduled every year, or on a rotating basis.
- Follow up each meeting with:
  - Thanks to personnel involved.
  - Thanks to presidents/team coordinators for attending.
  - Copies of information to those not in attendance.

## How to Solicit Information from Chapters

You may find that soliciting information from chapters is a challenging task. Chorus presidents/ team coordinators lead busy lives and may be reluctant to take time to contact you about the chorus' needs. Following are several suggestions for gathering information:

- Conduct a Council of Presidents/Leadership Forum meeting. Ask an assistant to record the meeting, describing chorus successes, challenges, and concerns.

- Orchestrate an informal meeting, perhaps over a meal, where presidents/team coordinators can network. By listening to their conversations, you can learn their concerns. Prepare some open-ended questions relating to chorus concerns in the event that conversation stalls.
- Survey chapter presidents/team coordinators via mail or e-mail. Respondents are more likely to complete a survey if the return is postage paid. A postcard is an economical way to solicit information if the survey is short.
- Through your regional newsletter, encourage chapter presidents/team coordinators to contact the Regional Management Team to voice their opinions on impending decisions.
- Publish an agenda for each Regional Management Team meeting well in advance of the meeting. Distribute the agenda to all presidents/team coordinators (via mail, e-mail, or newsletter), asking for their input.
- Remind presidents/team coordinators and chorus membership chairs that you are their representative on the Regional Management Team.
- Encourage each president/team coordinator to provide an e-mail address for the chorus so you both have a fast and inexpensive way to communicate.
- Use evaluation forms from past regional events to discover chorus needs.
- Ask chapter presidents/team coordinators to include you on their chapter newsletter mailing list. Much can be learned from reading a chapter newsletter.
- Contact chapter presidents/team coordinators in person or by phone or e-mail.