



THE PRESIDENCY:

THE PROSPECT, THE PERFORMANCE

State President's Handbook
American Choral Directors Association

(Revised 2008)

FOREWORD

The impact of your presidency is as limitless as your creativity. This document need only be a guide and departure point for you, not a set of restrictions. Use it to amplify your potential and to enhance your ability to serve in the administrative role.

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PURPOSE AND CHALLENGE

You have been elected or appointed to the office of ACDA State President. You have already been involved in conscious and/or subconscious preparation for this position for some time. You have become President-Elect as a direct result of believing in choral music and working unnumbered hours toward the betterment of that ideal. You are also in this position because ACDA has proved to you it is a worthy professional vehicle as well as a source of support and inspiration.

This President's Handbook has been assembled to supply you with a broad overview and guide for your next two years as the primary leader of your state organization. To be fully apprised of the workings of ACDA, each State President should study carefully three extremely informative documents which explain and govern the inner workings of our organization. These documents are (1) the Constitution and Bylaws, (2) Financial Procedures and Policies for State, Division, and National Officers, and (3) Repertoire and Standards-Support Guide. Copies of these documents can be found on the ACDA web site (www.acdaonline.org). Click on the "Leadership Services." link.

An effort has been made to include other materials appropriate for various types of ACDA state organizations. It is your prerogative to determine procedures, which will advance the goals of your state. You know your membership needs, you know who can get the job done, you know . . . or do you? The next two years can become a phenomenal growth period for ACDA and for you personally. This opportunity can develop into one of the most meaningful experiences of your life. Reach, Mr. or Madame President, for truly, it is up to you.

ACDA NATIONAL STRUCTURE

The American Choral Directors Association is a nonprofit professional organization of more than 17,500 choral directors with an active membership comprised of people whose positions embrace all levels of academic, religious, community, professional, and industrial choral involvement. The national headquarters address is P.O. Box 2720, Oklahoma City, Oklahoma 73101, where Dr. Tim Sharp serves as National Executive Director. The Executive Committee consists of the President, Vice-President, President-Elect, Treasurer, and the Chairperson for the Past President's Advisory Council, with the President-Elect Designate and the Executive Director as Ex Officio, non-voting members. The Executive Committee and the Presidents of each of the seven geographic divisions of ACDA, along with the National Chairperson for the Committee on the Choral Repertoire and Standards, comprise the ACDA National Board.

The President-Elect Designate, the Editor of the Choral Journal, the Industrial Associate Representative, and the Executive Director are ex officio, non-voting members of the National Board of Directors.

The seven geographic divisions of ACDA are comprised of states as follows:

Central:	Illinois, Indiana, Michigan, Ohio
Eastern:	Connecticut, Delaware, District of Columbia, Maine, Maryland, Massachusetts, New Hampshire, New Jersey, New York, Pennsylvania, Rhode Island, Vermont
North Central:	Iowa, Minnesota, Nebraska, North Dakota, South Dakota, Wisconsin
Northwestern:	Alaska, Idaho, Montana, Oregon, Washington, Wyoming
Southern:	Alabama, Florida, Georgia, Kentucky, Louisiana, Mississippi, North Carolina, South Carolina, Tennessee, Virginia, West Virginia
Southwestern:	Arkansas, Colorado, Kansas, Missouri, New Mexico, Oklahoma, Texas
Western:	Arizona, California, Hawaii, Nevada, Utah

IDENTIFICATION OF YOUR STATE ORGANIZATION

There are two classifications of state ACDA organizations: affiliated and non-affiliated. The majority is non-affiliated states. Indiana, Iowa, Minnesota, Montana, Nebraska, Ohio, Texas, and Wisconsin are affiliated states.

The non-affiliated organizations are directly under the executive and financial umbrella of national ACDA. The financial base is the major difference between the affiliated and the non-affiliated states. Monies are apportioned to all affiliated states on a per capita basis (formula: active membership x \$21.00 = annual state allotment from the national organization). Non-affiliated states receive unspecified financial support which may include: 1) free stationery, 2) transportation, room and board for state presidents and presidents-elect to attend divisional presidential meetings, 3) services such as mailing and printing from the national office, 4) financial assistance for selected state projects as per advance requests when such projects cannot be self-supporting. It is expected that all state projects will be planned carefully so that they can be self-supporting. Depending on a non-affiliated state's membership and activity, its per capita support from the national organization may total either more or less than \$21.00.

All affiliated states must have an approved constitution and bylaws compatible with the national constitution and bylaws. Affiliated status is granted only through action of the ACDA National Board.

I. WHO ARE WE?

Membership

Membership in ACDA is acquired by filing an application (forms are available through state membership chairpersons, state officers, or through the national office and online at www.acdaonline.org) and dues payment directly with the national office in Oklahoma City, Oklahoma. Some states have dual dues structures with co-existing state choral organizations whose inception preceded that of ACDA. Membership types include Active, Associate, Industry, Institutional, Retired, Student and Life.

The membership year is one year from the date of acceptance of dues. In addition to membership, dues payment includes a subscription to the Choral Journal, official magazine of ACDA, the privilege of discount registration fees at national, division, and state ACDA conventions, and the right to participate in ACDA activities.

Each member is assigned a personal five-digit account number and is classified on the ACDA computer through the use of a membership code. The appendix includes an "Explanation of Membership Code" to assist the State President in determining membership types (i.e., active, paid life, etc.) and the activity interest (i.e., elementary, college, church, etc.) of individual members. Printouts and mailing labels furnished by the ACDA National Headquarters will always include the account number and membership code of each member.

Each quarter (January, April, July, October) the National Headquarters sends a Quarterly Printout of each state's members to the respective State President. Included with the Quarterly Printout is "Membership Grid Report". The grid will provide demographic statistics useful for development of membership campaigns.

II. HOW ARE WE STRUCTURED

Organization of State Associations

The composition of each state's governance should be patterned, as closely as possible, after that of the national Executive Committee and National Board. Likewise, state constitutions and/or bylaws should be written in accordance with the national constitution and bylaws. A statement of purpose and/or philosophy should be an integral part of each state organization.

OFFICERS

President

Vice-President (Immediate Past President)

Executive Committee

President-Elect

Secretary/Treasurer

District Chairpersons

Newsletter Editor

Membership Chairperson

Other Chairpersons

Historian

A Possible

Graphics

Board Structure

Advertising

Public Relations

Ad Hoc Chairpersons (non-voting)

Summer Convention/Symposium Chairpersons, etc

National/Division/State Committees

Boychoirs

Children's Choirs

College and University Choirs

Community Choirs

Ethnic and Multicultural Perspectives

Junior High/Middle School

Male Choirs

Music in Worship

Senior High School

Show Choirs

Two-Year Colleges

Vocal Jazz

Women's Choirs

Youth and Student Activities

III. WHERE HAVE WE BEEN?

Preparation

The question persists, "Just what can I do to prepare myself adequately for this term of office?" History has been a valuable guide for as long as humanity has pondered a future. Review and assess the history of your state organization. Specifically, read past minutes of Executive Committee and Board meetings; review past, present, and ongoing projects; and examine the chairperson structure. Above all, read and absorb the National and State Constitutions and the National pamphlet entitled Financial Procedures and Policies for State, Division, and National Officers.

Be systematic about your efforts. For example, review the records of past projects; read the information sheets on 1.) locations of events (geographic areas of the state and types of facilities — church, auditorium, gymnasium, etc.); 2.) the time of year and time of day; 3.) the number of participants and/or registrants; 4.) the nature of the events; 5.) financial outcome; 6.) culminating report including suggestions to continue, alter, or terminate the project. Parallels can then be drawn that will aid in decision-making and future plans. Keep similar records of all activities which take place during your term of office.

Knowledge of the state membership list and its various categories of membership is a must. In many states the membership chairperson is the president-elect. He or she should assist you to become familiar with:

- Names and addresses of the state membership
- Geographic distribution (population per district)
- Membership categories based upon National/Division/State Committee interest identification with possible sub-categories (e.g., music therapy, applied voice, music theatre, bell choir, etc.)
- Identification of "doers" (talent-bank)

The organization, production, and distribution of a state ACDA Membership Directory should be among the membership chairperson's duties.

IV. WHERE ARE WE?

Assessment

To be in touch realistically with the current needs of your state is another step toward insuring a productive term of office. This is not a one-person task. If you really want to know how the membership feels, go to them and ask.

Conduct a needs assessment, the purpose being to identify needs which lead to desired activities. Activities become duties, which become people working, which can insure state ACDA success. Then growth can be unlimited.

The assessment can take many shapes and forms. Devise your own or:

- Seek out representatives from the various categories (see lists on preceding pages) and ask what they want and need. Enlist their ideas and find volunteers to staff the projects.
- When the Executive Board is meeting, allow time for buzz sessions. Divide the Board into three-to-five-member groups, making sure each group has one catalyst person, and ask each to return in a specified time period (20 minutes) with a list of new and varied ideas.
- E-mail a survey to the membership asking them to list ideas in a ranked order of importance.
- Make a special point to ask ACDA members personally what they want from the organization. Not only will you uncover some fruitful ideas, you very likely will be chatting with the potential chairperson.

V. WHERE ARE WE GOING?

Blueprint – Activities

Fortunately, when you reach this stage in development the sky begins to clear. The awesomeness of the Presidency begins to abate. You are feeling more confident about your exact role. You will find yourself beginning to formulate executive plans based on what you feel your state ACDA is about and where it is going. You may take one more giant step forward.

The needs assessment, regardless of its simplicity or sophistication, should be documented and put into order of priorities. Realistic identification of potential activities and their implementation will provide a workable activity blueprint.

Your state project chairpersons, district chairpersons, and state committee chairpersons have all accepted the challenge of your invitation and are ready to go to work.

In an effort to streamline the organization, each state-level chairperson should have a chairperson-elect whose term coincides with the chairperson's term. The concept provides advantages including the grooming of a knowledgeable chairperson-to-be and an able assistant. It eliminates the next chairperson's having to re-invent the wheel when dealing with the many facets of that activity. Generally, new candidates for chairmanships will make themselves known from the ranks of the serving committees.

After careful examination for value, on-going projects may require reorganization, intensification, or phase-out. New projects can now be presented to the Board.

Although the calendar for your first year in office may have been developed during the spring before you took office, you will be responsible for developing next year's calendar. The calendar should include: dates, times, and places for Board Meetings; state projects; national and division conventions and meetings and functions; and other important choral dates.

BUDGET

The state's budget should be based on all proposed activities which will enhance or advance the musicianship level of the state's membership. The following questions will be helpful.

- What do you plan to do?
- What will the year's activities cost?
- What financial resources are available?

In considering your financial assets, you may include:

1. income anticipated from advertising, convention and workshop activity, district activities, savings, boutique items, grants, contributions;
2. a requested allotment based on membership and proposed activity not covered by number 1 above.

Note: a state should plan on the number of active members x \$21.00 in computing its allotment.

These assets are listed as "Receipts" under the appropriate category on the budget form. In anticipating the cost of carrying out the state's activity, you must separate expenditures into two main areas:

1. General administrative disbursements
Newsletter/committee expense, office supplies, postage, phone, duplication, officer travel;
2. Convention and Meeting disbursements
Facility rental/honorariums or expenses for clinicians, program printing, postage, phone, duplication related to conventions, musician's fees, equipment, tuning, etc.

These expenditures are listed in the appropriate disbursement categories on the budget form.

Please consult the Financial Procedures and Policies for State, Division and National Officers for ACDA's standard Budget Report & Request Form and an explanation of budget items on the report form.*

All persons requesting travel reimbursement should use the Travel Expense form. All other payments or reimbursements are requested using the Funds Request form.

Supplies of these forms are available from the National Headquarters Office.

*Financial related forms are available online at acdaonline.org/services.

VI. WHAT DO WE DO?

Action

You have reached the point where your term of office is blueprinted, peopled, and prepared. You are now ready to act.

Let two thoughts pervade your consciousness with respect to the office. 1.) The Presidency does not fit the calendar confines of a two-year term of office. You have already spent two years in preparation. You will spend an additional two years as Vice-President after your term as President. For the successful maintenance of your state's organizational machinery, plan to remain on duty for all six years. 2.) As President you may delegate only duties, not responsibilities. The buck stops with you. Your desk is the ultimate clearing house across which all organizational information is funneled.

Your duties as President may be categorized under three main areas: Executive, Presider, and Manager.

A. YOU ARE AN EXECUTIVE

An executive is a leader. Your leadership potential is only as good as your ability to surround yourself with a good leadership force from within your state membership. A leader will at all times groom people for future tasks. A leader will at all times cultivate the potential in people who are working. Supreme diplomacy, abundant energy, and an indomitable positive attitude are essential. Encourage and promote pride, professionalism, and class in your leadership force by showing these traits yourself.

An executive is a communicator. You must have a workable network for communication among your state leadership force. Whether you use the e-mail, telephone, regular oral reports to your Board, newsletter articles, periodic written reports, or combinations of those methods, you must continually and consistently communicate.

An executive is a representative. Just as you call forth information from your membership by your leadership, you must also be willing to impart information to other states and ACDA leadership. This two-way street of communication is essential for ACDA effectiveness.

You will represent your state at divisional and national ACDA meetings. Your reporting there must show that you have your finger on the pulse of choral music in your state. Your report on the state-of-the-state will need to include concerns, questions, and suggestions for improving the condition of choral music in your state.

You will also represent your state by preparing an annual report, which will be required by your Division President by May 15 of each year. This written report should be a complete and accurate accounting of all functions of your state organization. It should include your state's financial summary of fund expenditures as well as a proposed budget for the next year. It is prudent to utilize your leadership group in compiling this report. You may wish to call for written reports from committee chairpersons at the completion of their individual tasks throughout the year. The annual report then becomes a matter of organizing and assembling.

B. YOU ARE A PRESIDER

A presider is a provider. It is the President's responsibility to provide a setting for the efficient functioning of the Board. This setting should be complete with conference table set-up, labeled seating, and pleasant surroundings.

The meeting schedule must also be provided by the President. An agenda to the Board members should precede each meeting by at least one week. The agenda should include details of time and place, a listing of the order of reports, and detailed explanations of what is expected from such reports.

A presider is a catalyst. Effective presiding includes the ability to stimulate dialogue. Board members must be made to feel their opinions are needed and welcomed. They must be kept apprised of the framework for discussion and kept on task.

Presiding is the active manifestation of leadership. Styles of presidings are as varied as people. Effective presiding need not necessitate aloofness. Rather, it requires the ability continually to rise above the discussion, set a perspective, and provide a direction toward solution and/or culmination.

C. YOU ARE A MANAGER

A manager is a project overseer. Projects and activities of state organizations cover two vital areas: 1) Professional development of directors – workshops, symposia, conventions; 2) Development of choir members – sponsorship of school or music and worship choral festivals, contests, etc.

Effective management encompasses all projects and activities of the organization. In management you may be involved in:

- instituting projects
- peopling projects
- making progress reports and evaluations
- conducting projects
- directly overseeing the chairmanship

One important responsibility of the State President as Manager is that of arranging for the election of a President-Elect and any other officers needed to carry on the activities in your state. The election(s) shall be completed by January 1 of the year in which the elected officer(s) will assume his/her position(s).

The following time line for the election procedure is suggested:

April 1	State President appoints nominating committee which should include at least one past president (state) and one current member of the Board. A member of the Division Executive Committee, appointed by the Division President, will serve as an ex-officio non-voting member of the state's nominating committee for State President-Elect.
May 1	Nominating Committee chairperson submits at least two (2) names for each officer to be elected. Whenever possible, alternate suggestions should be made.
May 15	State President secures permission of persons to have their names placed in nomination.
August 1	Candidates' biographical information announced to state membership.
November 1	Ballots sent, to membership.
January 1	Completion of election and report of outcome sent to Division President, National Executive Director, and announced to state membership.

In Management, you are always responsible for the project, its culmination, its effect.

SAMPLE MEETING AGENDA

September 1, 200X

To: Members of the Executive Board
(State) Choral Directors Association

Re: Meeting Agenda, September 1, 200x, (your meeting location)
(Provide address and detailed directions to the meeting location)

9:45 AM – Coffee, Juice, Pastries

10:00 AM – Call to Order

AGENDA

1. Preliminary Reports
 - a. Call to Order
 - b. Minutes
 - c. Treasurer's Report — (name of Treasurer)
 - d. Membership Report — (name of person giving report) E. Newsletter Report — (name of person giving report)
2. Regular Business
 - a. District Reports (as appropriate to the state)
 - i. Northwest, (name)
 - ii. Southwest, (name)
 - iii. South Central, (name)
 - iv. Central, (name)
 - v. North Central, (name)
 - vi. Northeast, (name)
 - b. Summer Convention Chair Guidelines — (name)
 - c. Stationary supply — (name)
 - d. Publicity — (name)
 - e. Commissioned Composer — (name)
 - f. New Chair Positions — (don't let your minds wander!)
 - g. Historian's Report — (name)
 - h. Nominations — (name)
3. Focus Reports
 - a. 200X Summer Convention Reflections — (name)
 - i. Preliminary Financial Report — (name)
 - b. 200X Fall Convention — (name)
4. New Business
 - a. 200X Summer Convention — Progress Report
 - b. PREP — Progress Report
 - c. C. Items from the floor (well, you know what I mean!)