

CINCINNATI BOYCHOIR ORGANIZATIONAL STRUCTURE AND JOB DESCRIPTIONS

MISSION

The purpose of the choir is two-fold:

- The choir provides musical education for boys with musical talent and unchanged voices, while instilling the values of commitment, responsibility, service, self-discipline, and leadership.
- Dedicated to the pursuit of the highest standards of excellence through the performance of quality choral literature, the choir provides a service to the community of greater Cincinnati through public performances and gives tours in other regions as ambassadors of its city, state, and country.

THE CINCINNATI BOYCHOIR

The Cincinnati Boychoir is comprised of four choirs: the training choir, the resident choir, the tour choir, and the alumni choir.

The training choir is comprised of new choirboys who study vocal technique, note-reading, and performance etiquette, typically for one year. The group rehearses once a week and gives approximately eight performances during the school year, including appearances in the Cincinnati Boychoir concert series.

The resident choir consists typically of boys who have completed successfully one year of preparation in the training choir and have participated in the summer training conference. The resident choir studies sight-singing, diction, music theory and performance preparation. The choir rehearses once a week and performs approximately fifteen times during the school year, including appearances in the Cincinnati Boychoir concert series. The resident choir members are required to participate in an annual mini-tour.

The tour choir is comprised generally of choirboys who have spent one year in the training choir and one year in the resident choir. Advanced sight-singing, theory, diction, and performance techniques are stressed in the twice-weekly rehearsals, and approximately thirty concerts are presented annually. Tour choir members are required to participate in tours as ambassadors of the city of Cincinnati and the state of Ohio.

The alumni choir includes members who have completed successfully a minimum of one year of membership in the Cincinnati Boychoir and whose voices have changed. The choir joins the treble choirs in special performances.

The head choirboy for each of the treble choirs is selected by the respective choir director, first by seniority in number of years of membership, and second by grade level. A new head choirboy is chosen each month. The head choirboy wears the head choirboy badge at rehearsals. His duties include the following:

- He assists the director in rehearsal, where he and his designates distribute and collect music, forms, and handouts. He assists with numbering, hole-punching, filing, and repairing music as needed.
- He serves as the manager of the other boys in his choir in their service responsibility of vacuuming the rehearsal hall and removing litter around the building before rehearsals. One vacuum cleaner is kept in the

rehearsal room and the other in the utility closet in the hallway. Gloves for litter removal are kept in the welcome room. Before leaving each rehearsal, the head choirboy or his designate checks to make certain that the toilets have been flushed and the lights are turned out in the basement and on the second floor.

- The headboy for the tour choir introduces some concerts by welcoming the audience members; asking them to turn off cell phones, pagers, and beepers and not to use flash photography or videography; and thanking the concert sponsors.
- The training choir headboy or his designate, before his Tuesday night rehearsals, relocates the wastecans to the opposite side of the fence on Allison Street for Rumpke pick-up, throughout the school year.

THE BOARD

“**The trustees** shall manage the affairs and exercise all the powers of the Corporation in accordance with the laws of the State of Ohio and the policies of the Artistic Director” (article IV, 4.2, Code of Regulations). Responsible for the fiscal, fiducial, legal, and hiring policies, the board translates the artistic vision into plans with sound business management and raises funds to provide the means and expertise for the choir to accomplish its goals. The board’s divisions include the executive, the nominating, the finance, the development, and the promotions committees. Typically the board includes members with expertise in the areas of music education, insurance, accounting, law, professional music, sacred music, administration, small business, corporate business, public relations, and fund-raising. These members are typically recruited by networking with such groups as community service organizations, non-profit arts organizations, businesses, schools, choir alumni, parent alumni, clients, and patrons. Board members serve for a three-year term.

The executive committee is comprised of the officers of the corporation: the president or chair, the vice-chair, the secretary, and the artistic director. This committee discusses and refines proposals and activities of the other committees before presentation to the entire board of trustees. The board may delegate authority to this committee to exercise decisions for urgent and specific businesses that arise during the periods between board meetings. “Powers granted to other officers of the corporation shall in no way infringe upon the powers of the artistic director concerning the artistic integrity of the Cincinnati Boychoir, and the powers of the artistic director with respect to decisions concerning artistic integrity shall be absolute” (article V, 5.7, Code of Regulations).

The nominating committee reviews the participation of current board members, recommends criteria for the selection of new board members, interviews and nominates new members, and provides orientation for new members.

The finance committee is comprised of the office manager/treasurer and other members. The treasurer presents the first draft of annual and other budgets to the committee. The committee refines the budgets for board approval, maintains financial controls, proposes expanded financial policy as needed, and prepares financial statements.

The development committee defines and implements a fundraising plan which realizes or exceeds the organization’s annual budget needs, including the cultivation of corporate and foundation grants, government grants, annual and giving programs, special events, building and endowment campaigns, and volunteer fundraising. Other goals include the recruiting and coordinating of community service organization volunteers, such as the General Electric Elfuns and the Fidelity Investments volunteers, for special volunteer projects.

The promotions committee defines and executes a plan to develop public awareness of the choir and its activities in the local and extended community. The committee implements the plan in collaboration with the publicity committee of the parent guild. The committee develops, in conjunction with the publicity committee of the parents guild, a public relations plan and an annual calendar with which to implement the plan. The committee establishes and maintains the boychoir homepage in collaboration with the homepage manager of the parent guild.

The building and grounds committee ensures compliance with local building codes and defines and executes a plan for long-range building needs. The committee oversees the hiring of contractors for building repair work as needed and within the budget and schedules contractors for such jobs as piano tuning, fire extinguisher maintenance, and furnace servicing.

THE HONORARY BOARD

The honorary board includes such persons as the founder of the Cincinnati Boychoir, the mayor, state representatives and senators, other elected officials, symphony conductors, professionals, television personalities, and major contributors. These persons provide their names to lend prestige and credibility to the boychoir program. Often honorary board members provide professional support, assistance in appropriate networking and representation, and hosting as emcees for concerts. Some honorary board members participate on board committees.

THE STAFF

The staff, in collaboration with the board of trustees, the honorary board, the international forum of advisors, the parents guild, the alumni society, and the choir members, conceptualizes the vision and activities for the Cincinnati Boychoir and carries them out. Employees include the artistic director, the office manager/treasurer, and the building manager. Contractors typically include **the associate director, the assistant director, accompanists, instrumentalists, guest conductors, professional soloists, summer training conference teachers, office assistants, and consultants**. Contracted support staff may also include such personnel or corporations such as **recording engineers, compact disc producers, professional photographers, printers, accountants, attorneys, construction workers, carpet cleaners, plumbers, painters, fire extinguisher maintenance persons, and repair personnel**.

“**The artistic director** shall have sole responsibility for the artistic integrity of the Cincinnati Boychoir. He or she shall be the director of music, the artistic director, and the manager of the Cincinnati Boychoir and of any related parents organization which may be established in connection with the Cincinnati Boychoir. He or she shall have exclusive authority in decisions regarding the following: selection of personnel assisting the choir, including guest or assistant conductors, musicians, and accompanists; general business and affairs of the parents guild or other parents organization; audition procedures; probation and dismissal criteria for choirboys; behavior management; rehearsal techniques; concert/tour bookings and cancellations; rehearsal times and locations; selection of music; scheduling of trips, special activities and execution of sale; advancement requirements for choirboys; awards to boys and parents; and all other areas of choir administration not specifically provided for in these regulations or by action of the Board of Trustees” (article V, 5.2, Code of Regulations). The artistic director serves on the executive committee of the board of trustees (article V, 5.1, Code of Regulations) and for the nominating committee helps identify candidates for board members. At 6:10 PM before rehearsals, he or she unlocks the choral arts center gates and building, disarms the alarm system, supervises the head choirboy in his duties, and after rehearsals accounts for the head choirboy’s accomplishment of duties, regulates the heating and cooling system, resets the alarm system, and locks the building and gate.

“**The office manager / treasurer** shall receive and safely keep all monies, rights and choses in action belonging to the corporation and the same shall be dispersed under the direction of and to the satisfaction of the Board of Trustees. Proper vouchers shall be taken for all such disbursements. It shall be his or her duty to keep an accurate account of the finances on the books prepared and furnished for that purpose and all books shall be open for inspection and examination by the Board of Trustees” (article V, 5.5, Code of Regulations). He or she serves on the finance committee of the board of trustees and presents the first draft of annual and other budgets to the committee. As office manager, he or she is responsible for the accounting of credit points, data entry, correspondence, communications, and other administrative duties. He or she accounts also for the distribution and collection of all building, shed, and gate keys.

The building manager is responsible for the completion of the following tasks. All work is to be completed at times other than during choir rehearsals.

- stocking cleaning supplies
- inspection and replacement of light bulbs, carbon monoxide detectors, and smoke detector batteries
- emptying the dehumidifier in the basement as necessary
- removal of full trash bags and replacement with empty bags in trash cans as necessary
- transporting up and down the stairs and organizing items such as boxes of fundraiser candy, boxes of music, items donated to the silent auction, the keyboard and the amplifier
- running errands
- mailing items at the post office
- setting up the rehearsal room chairs as needed
- cutting grass, maintaining the lawn mower, trimming the bushes
- removal of litter from the grounds
- removal of snow and ice
- twice-weekly vacuuming of the rehearsal hall and the welcome room
- on Tuesdays during the summer, relocating the wastecans to the opposite side of the fence on Allison Street for Rumpke pick-up
- weekly dusting of the rehearsal hall
- weekly inspection and replacement as necessary of paper towels, soap, and toilet tissue in the restrooms
- monthly cleaning of the restrooms
- monthly sweeping of the basement
- monthly dusting, vacuuming, and mopping of the third floor
- bi-monthly dusting and vacuuming of the second floor
- bi-monthly replacement of furnace filters
- annual replacement of insect control houses
- annual carpet cleaning and cleaning of the chorister’s chairs including frames and upholstery
- general office assistance
- maintaining and organizing the music library

The associate director teaches and conducts the training choir and acts as guest conductor, accompanist, and sectional director as needed for the tour and resident choirs. He or she selects the music for the training choir in accordance with the overall musical direction of the choir program. He or she is responsible for the auditions of new boys; their behavior management; their suspension or expulsion; regular reports to the artistic director of their

attendance and tardiness at rehearsals, concerts, and other required events; rehearsal techniques; the preparation of their practice tapes, the review of their practice tape records, and, in consultation with the artistic director, their advancement to the next choir level. At 6:10 PM before rehearsals, he or she unlocks the choral arts center gates and building, disarms the alarm system, supervises the head choirboy in his duties, and after rehearsals accounts for the head choirboy's accomplishment of duties, regulates the heating and cooling system, resets the alarm system, and locks the building and gate.

The assistant director assists the associate director with the training choir as accompanist and assistant director and acts as guest conductor, accompanist, and sectional director as needed for the tour and resident choirs. When taking charge of any of the choirs or their sections, he or she is responsible for behavior management and rehearsal techniques. When taking charge of activities where the artistic and associate directors are not present, he or she reports to the artistic director attendance and tardiness. At 6:10 PM before rehearsals of which he or she takes charge, he or she unlocks the choral arts center gates and building, disarms the alarm system, supervises the head choirboy in his duties, and after rehearsals accounts for the head choirboy's accomplishment of duties, regulates the heating and cooling system, resets the alarm system, and locks the building and gate.

THE PARENTS GUILD

The purpose of the parents guild is to support the program of the Cincinnati Boychoir. Parents chaperone the summer training conference, the tours, and the mini-tours. Chairs of the parent guild committees manage the committee volunteers and effect the execution of committee goals. To provide continuity and development to the parent guild, the chair tries to involve parents of boys in all three of the treble choirs, creates or refines the annual calendar as a template for future committee activities, and trains his or her successor.

A parent guild chair makes choir purchases only after approval by the office manager / treasurer and only within the annual budget as approved by the board. The chair utilizes the choir's tax-exempt certificate, available from the office manager, for all purchases. The office manager / treasurer reimburses the chair only after receiving from the chair the proper receipts.

The guild is comprised of the following committees and personnel:

The candy sale committee chair organizes the distribution of candy to each choir as it becomes available. The committee distributes candy to the parents who have ordered it for resale by their boys. Parents are required to sign a form indicating that they have received the candy and they will take full responsibility for its sale. Committee members may not distribute candy to parents who have outstanding tuition fees, information forms, medical forms, or financial assistance forms. A list of these parents is provided by the office manager. "Cases of candy will be disbursed to boys receiving financial assistance in a manner so that those boys have no more than one unpaid case outstanding at any one time" (board policy statement, June 30, 2000).

The communications committee chair organizes the telephone tree for each of the four choirs, and members of the committee assist with the communication and exchange of information by telephone with parents. Typical communication includes such items as inclement weather plan notification and other scheduling updates.

Members of **the concerts and sales committee** sell tickets, compact discs, choir polos, and souvenirs at concert series performances and organize a schedule of ushers to collect tickets and distribute commemorative program books and any inserts at these concerts. The chair collaborates with the choir administrator/treasurer to implement a

system for receiving monies and accounting separately for souvenir income, ticket income, and compact disc income. The committee chair, in collaboration with the office manager, communicates with the contact persons for all other concerts of the boychoir to ascertain what, if any, souvenirs and compact discs may be sold, and whether commemorative program books may be distributed, at such concerts. The committee organizes a distribution system of compact discs to be sold on consignment contract in bookstores and other locations throughout the greater Cincinnati community. The committee distributes at the end of the school year the remaining commemorative program books to businesses such as day care centers, music stores, realtors, dentists, and doctors, retaining approximately 120 program books for use in the program advertisement sale the following year and approximately 10 books for the boychoir archives.

The homepage manager, in collaboration with the promotions committee of the board, establishes and maintains the choir's homepage. The manager requests periodical updates to homepage information from the office manager.

The hospitality committee executes a plan for the provision of refreshments at each of the choir's holiday parties and the training choir awards ceremony in June, and the potluck dinner banquet for the resident and tour choir awards ceremonies. The chair checks the boychoir schedule for upcoming activities which span more than a three-hour period, and in collaboration with the office manager, executes a plan for the provision of snacks as appropriate and within the budget. In the autumn, the chair contacts the secretary at Christ Church in Glendale to secure the church for the resident and tour choir awards ceremony banquets.

The nursing home singathon committee contracts the appearances at nursing and retirement homes, recruits drivers, makes lunch arrangements, takes attendance and reports the results to the artistic director, and prepares a schedule for each choir with times, directions, instructions, and names of adult and boy leaders. A manual is available for the chair of this committee.

The program book committee organizes the layout of the advertisements, the text, and the photos for the annual commemorative program books, working according to the timetable established by the printer and the staff. The committee prepares a list of names of music teachers who have boys currently enrolled in the choir for printing in the program book.

The publicity committee coordinates the publicity for the choir. The chair assists the promotions committee of the board of trustees and the development director in developing a public relations plan and an annual calendar with which to implement the plan. The committee prepares the semi-annual choir newsletter in collaboration with the development director, the board promotions committee, and the alumni society steering committee.

The recognition committee recognizes volunteers and staff and sends occasional get-well and sympathy cards to these persons and other special friends as appropriate. The committee consults with the office manager to prepare certificates of recognition to be sent with boys to music teachers who have selected boys for the choir. The committee orders in March the awards for the choirs' award ceremonies in the spring. All boys receive a certificate and a pin. First-year boys receive the star pin, second-year boys the musical lyre pin, third-year boys the treble clef pin, fourth-year boys the longevity bar pin, fifth-year boys the bass clef, and sixth-year boys a special gift. The committee organizes the awards and assists in their presentation and presents the Cincinnati Boychoir Volunteer Service Award at the spring concert.

The silent auction committee plans and executes the silent auction fundraiser in collaboration with the development committee of the board of trustees. A manual is available for the chair of this committee.

The wardrobe committee organizes, maintains, purchases, distributes at concerts, and dry cleans annually the navy choir blazers; purchases and distributes to boys and chaperones the tour polos or sweatshirts; purchases additional polos and sweatshirts for sale at concerts and delivers them to the concert and sales committee chair; records the boys's attendance and tardiness upon blazer distribution at concerts for the resident and tour choirs and reports such to the artistic director; and organizes the clothing exchange. A manual is available for the chair of this committee.

THE INTERNATIONAL FORUM OF ADVISORS

The international forum of advisors is a group of highly respected and successful boychoir directors and administrators who lend their expertise to the staff and the board of trustees.

THE ALUMNI SOCIETY

The purpose of the alumni society is to enhance and support the program of the Cincinnati Boychoir. The definition of an alumnus, as adopted by the alumni society, is "one who has completed at least one year of membership in the Cincinnati Boychoir and whose voice is changed." **The alumni society steering committee** goals include:

- forming an alumni choir of changed voices to join the treble choirs in special performances
- encouraging alumni participation and attendance at concerts
- serving as camp counselors and planning and executing the annual treasure hunt and the crazy olympic games for the summer training conference of the resident and tour choirs
- assisting the office manager in maintaining the records of the choir alumni and in communicating with alumni about concerts and events
- generating information about alumni accomplishments and activities and providing this information to the parent guild publicity chair for publication in the choir newsletter