

OVERVIEW, MISSION, AND GOALS OF THE AMERICAN GUILD OF ORGANISTS

The American Guild of Organists (AGO) is the national professional association serving the organ and choral music fields. The Guild serves approximately 20,000 members in 330 chapters throughout the United States, and in Europe, Korea, Singapore, and Australia.

Founded in 1896 as both an educational and service organization, the Guild sets and maintains high musical standards and promotes understanding and appreciation of all aspects of organ and choral music.

Under the leadership of the National Council, a network of volunteer committees and officials at the regional, district, and local levels directs the activities of the Guild. The AGO National Headquarters is in New York City where a full time staff supports and coordinates publication, administration, and development activities of the organization. For purposes of administration and representation, the Guild is divided into nine geographical regions, and each chapter is assigned to one of them.

MISSION STATEMENT

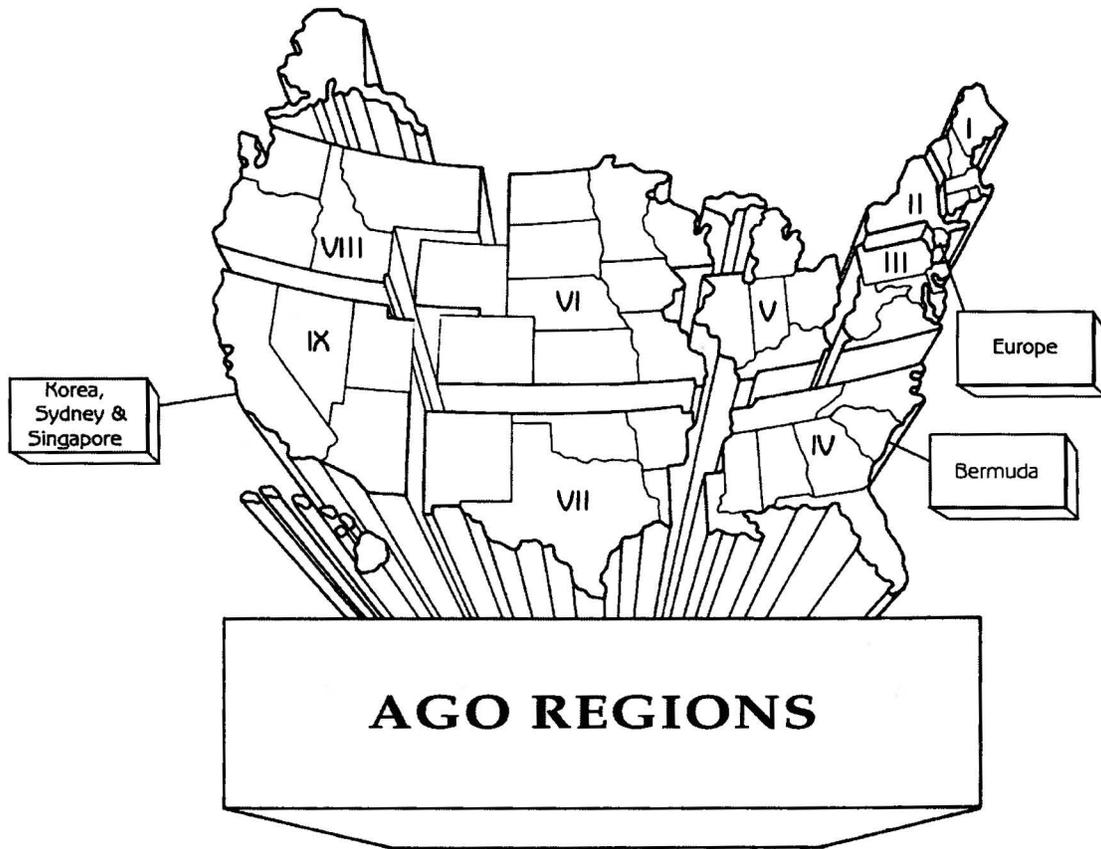
The purpose of the American Guild of Organists is to promote the organ in its historic and evolving roles, to encourage excellence in the performance of organ and choral music, and to provide a forum for mutual support, inspiration, education, and certification of Guild members.

To accomplish its mission, the American Guild of Organists conducts a variety of activities:

- i. To advance the cause of organ and choral music, to increase their contributions to aesthetic and religious experiences, and to promote their understanding, appreciation, and enjoyment.
- ii. To improve the proficiency of organists and choral conductors.
- iii. To evaluate, by examination, attainments in organ playing, choral techniques, conducting, and the theory and general knowledge of music, and to grant certificates to those who pass such examinations at specified levels of attainment.
- iv. To provide members with opportunities to meet for discussion of professional topics, and to pursue such other activities as contribute to the fulfillment of the purposes of the Guild.

Guild sponsored activities include a series of examinations for professional certification as well as programs and an extensive list of publications, audio-visual, and educational resources for all levels of interest. The Guild sponsors competitions in organ performance and improvisation and in organ and choral composition. National and regional conventions held in alternate years, present the finest performers. THE AMERICAN ORGANIST magazine, published monthly by the AGO, is the most widely read journal devoted to organ and choral music in the world. Additional resources as well as contact information for AGO leaders at the national, regional, district, and chapter levels can be found on the AGO's website at www.agohq.org.

MAP OF AGO REGIONS AND CHAPTERS



A Regional Councillor is elected by the members of the Guild within each of the nine regions. The Regional Councillor is responsible for supervision and coordination of the work of the Guild in the Councillor's Region and representation of the Region on the National Council.

Appointed District Conveners are responsible for the development of the Guild's interests in each state or area located within the Region. The District Convener assists the Regional Councillor in the work of the Region.

In addition to District Conveners, Regional Coordinators are appointed to assist the Regional Councillor and a National Councillor in coordinating work of a specific portfolio area of the Guild within the Region, such as education and professional development.

NATIONAL HEADQUARTERS STAFF

The AGO National Headquarters is in New York City where a full-time staff supports and coordinates publication, administration, and development activities of the organization.

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NATIONAL BYLAWS

Adopted April 13, 1896, and as amended
through April 18, 2009 in Ann Arbor, Michigan

ARTICLE I NAME AND ORGANIZATION

Section 1. The name of this nonprofit educational corporation is AMERICAN GUILD OF ORGANISTS. The corporation shall hereinafter in these Bylaws be referred to as the "Guild."

Section 2. The Headquarters office of the Guild shall be in New York, New York. The Guild shall be subdivided into Regions, Districts and Chapters, as herein defined.

ARTICLE II MISSION STATEMENT

Section 1. The purpose of the American Guild of Organists is to promote the organ in its historic and evolving roles, to encourage excellence in the performance of organ and choral music, and to provide a forum for mutual support, inspiration, education, and certification of Guild members.

Section 2. Nothing in these Bylaws shall be read, and none of the Guild's activities pursuant to these Bylaws shall be undertaken or executed, in a manner inconsistent with this mission statement.

ARTICLE III CLASSES OF MEMBERSHIP

Section 1. The membership of the Guild shall be divided into two classes: Voting Members and Non-Voting Members. All individuals shall be eligible for membership and participation in the American Guild of Organists. The Guild (its Headquarters, Regions, Districts and Chapters) shall not discriminate on the basis of race, national origin, age, religious affiliation, gender, marital status, sexual orientation, disability or medical condition (including, but not limited to, Acquired Immune Deficiency Syndrome).

VOTING MEMBERS

Section 2. The Voting Members shall consist of General Members, Independent Members and Certificated Members.

(a) **General Members.** General Members shall consist of organists and choral conductors and other individuals who support the purposes of the Guild who shall (I) be approved by a Chapter; (II) be elected to membership by the National Council; and (III) have paid the dues and fees set by the National Council.

As long they maintain their standing as Members of the Guild, General Members shall be eligible to (I) take the Guild examinations for certification; (II) be nominated for election to Chapter, Regional, and National Office, and to the National Council; (III) serve on National Committees; (IV) vote in Chapter, Regional, and National elections; and (V) receive the official journal of the Guild.

(b) **Independent Members.** Independent Members shall consist of organists and choral conductors and other individuals who support the purposes of the Guild who shall (I) be elected to membership by the

National Council without a chapter affiliation; and (II) have paid the dues and fees set by the National Council.

As long as they maintain their standing as Members of the Guild, Independent Members shall be eligible to (I) take the Guild examinations for certification; (II) be nominated for election to Regional and National Office; (III) serve on National Committees; (IV) vote in Regional and National elections; and (V) receive the official journal of the Guild.

For purposes of utilizing the Guild's Grievance Procedures (Procedures for Dealing with Complaints about Termination) and the Discipline, Independent Members shall be considered members of the Chapter which is nearest to their primary residence. "Nearest" shall be defined as the residence of the closest Chapter Dean at the time an incident occurred that gave rise to the use of the Grievance Procedures or the Discipline.

(c) **Certificated Members.** Certificated Members shall consist of those General Members and Independent Members in good standing who have passed appropriate examinations and have been granted appropriate certificates as designated by the National Council. Choir Masters, Associates, and Fellows shall be known as the Academic Membership. The levels of certification are:

1. **Service Playing.** Holders of the Service Playing Certificate have passed a test designed to demonstrate basic competence in organ playing in the setting of religious services. Holders of the Service Playing Certificate shall be entitled to affix to their names the letters SPC.

2. **Colleague.** Colleague Certification is awarded to those General Members and Independent Members who have passed an examination designed to demonstrate competence in organ playing and musical knowledge and ability at a level preliminary to that required of Academic Membership. Holders of the Colleague Certificate shall be known as Colleagues and shall be entitled to affix to their names the letters CAGO.

3. **Choir Master.** Those General Members and Independent Members who have passed an examination designed to demonstrate a high level of knowledge and competence in choral and conducting techniques and knowledge of the literature and theory of music shall be known as Choir Masters. Choir Masters shall be entitled to affix to their names the letters ChM, or to append the letters ChM to their other certificate designations as follows: FAGO, ChM; AAGO, ChM; or CAGO, ChM.

4. **Associate.** Those General Members and Independent Members who have passed an examination designed to demonstrate an advanced level of competence in organ performance, knowledge of the organ and its literature, and the history, philosophy, theory, and practice of music shall be known as Associates. Associates shall be entitled to affix to their names the letters AAGO.

5. **Fellow.** Those Certificated Members who hold the Associate Certificate of the Guild, or who have earned the Associate or Fellowship Certificate from the Royal College of Organists or the Royal

Canadian College of Organists, and who have passed an examination designed to demonstrate theoretical and practical attainments as organists and scholarly musicians at the highest level shall be known as Fellows. Fellows shall be entitled to affix to their names the letters FAGO.

(d) **Lifetime Members.** Lifetime membership is open to anyone upon payment of such monetary amount as may be established by National Council. This membership carries the full rights and privileges of the Voting Member throughout the lifetime of the member.

NON-VOTING MEMBERS

Section 3. Non-Voting Members shall consist of National Subscribing Members, National Honorary Members, and Organizational Affiliate Members.

(a) **National Subscribing Members.** National Subscribing members shall consist of those individuals who (I) are not organists or choral conductors, but who (II) are interested in the work of the Guild, and (III) have paid the dues and fees set by the National Council.

The privileges of this class of membership shall be limited to eligibility to receive the official journal of the Guild.

(b) **National Honorary Members.** National Honorary Members shall consist of those individuals not otherwise members of the Guild who have made a distinguished contribution to the furtherance of the purposes of the Guild.

National Honorary Members shall be nominated by five Voting Members of the Guild in good standing and shall be elected by the National Council. Such members shall not be required to pay any dues or fees.

The privileges of this class of membership shall include the right to participate in all Guild activities and to receive the official journal of the Guild. National Honorary Members shall not be eligible to hold office and they shall have no vote.

(c) **Organizational Affiliate Members** shall consist of individuals who (I) are members of other organizations which, by action of the National Council, are affiliated with the Guild or participate in the publication of the official journal of the Guild, and (II) pay dues and fees as set by mutual agreement between the Guild and such other organizations.

The privileges of this class of membership shall be limited to eligibility to receive the official journal of the Guild.

Section 4. The National Council may designate additional sub-classes of membership within the major classes defined above, and it may establish criteria and privileges for such sub-classes.

ARTICLE IV ORGANIZATION AND GOVERNANCE

Section 1. The governance of the Guild is vested in the National Council, the National Officers, and the Executive Committee, as herein defined.

NATIONAL COUNCIL

Section 2. The National Council shall consist of four National Officers and four Councillors to be elected by national ballot and nine Regional Councillors to be

elected by regional ballots. Elections will be held in even-numbered years.

Section 3. The National Council is responsible for the entire management of the affairs of the Guild. Its responsibilities and authority shall include, but not be limited to, the following: (I) to organize and disband Chapters; (II) to establish and amend regional boundaries; (III) to elect candidates to membership; (IV) to assess and collect dues and fees; (V) to invest and appropriate the funds of the Guild; (VI) to employ an executive director and such additional salaried staff and other personnel as are necessary to conduct the business of the Guild; (VII) to fill vacancies in National Offices in accordance with the provisions of these Bylaws; (VIII) to enact and amend Operating Procedures; and (IX) to establish policies and procedures for examinations, competitions, publications, and national and regional conventions.

Section 4. Meetings. The National Council shall meet at least twice each year. Additional meetings of the National Council may be called by the President or on petition by five members of the National Council.

Notice of the time and place of a regular meeting shall be given to each member of the National Council at least thirty (30) days prior to the date of such meeting. An agenda of the matters to be considered at a regular meeting shall be distributed to each member of the National Council at least fourteen (14) days prior to the date of such meeting.

Notice of the time and place of a special meeting shall be given to each member of the National Council at least fourteen (14) days prior to the date of such meeting. An agenda of the matters to be considered at such a special meeting shall be distributed with the notice relating thereto.

Section 5. At all meetings of the National Council, the presence of not less than two thirds of its members shall constitute a quorum for the transaction of business.

NATIONAL OFFICERS

Section 6. The National Officers of the Guild shall consist of a President, a Vice President, a Secretary and a Treasurer. All National Officers shall be elected by national ballot from among the General, Independent and Certificated Members. The election of the officers shall take place at the annual meeting of the Guild held in even-numbered years. The National Officers shall hold office for two years or until their successors are duly elected. The terms of all National Officers shall begin July 1. All National Officers shall serve concurrently as members of the National Council. No Member shall serve more than three (3) successive terms in any one National Office, nor more than five (5) consecutive terms in any of the offices set forth in Article IV, Section 2, hereof.

The National Officers of the Guild shall each have such powers and duties as generally pertain to their respective offices, as well as such powers and duties as may be specifically set forth in these Bylaws, or as may from time to time be specifically conferred, imposed, or limited by the National Council.

(a) The **President** shall be the chief executive officer of the Guild; shall preside at all national meetings of the Guild, the National Council, and the Executive Committee; the President or a designee shall be an *ex officio* member of the executive committees of the Chapters, and all special and

standing committees of the Guild, with the exception of the National Nominating Committee.

(b) The **Vice President**, in the absence or disability of the President, shall perform the duties and exercise the powers of the President. The Vice President shall serve as the Parliamentarian; shall keep, or cause to be kept, the Bylaws, Operating Procedures and all other rules and regulations of the Guild; shall initiate and oversee the long range planning of the Guild; shall coordinate the work of the Guild in the areas of professional networking and public relations; shall coordinate the work of the Guild in internal affairs and Chapter administration; and shall perform other duties as may be prescribed by the National Council.

(c) The **Secretary** shall keep, or cause to be kept, lists of members in their respective classes; shall have custody of the records of the Guild; shall coordinate the work of the Guild in the area of member services, membership development and chapter support; shall be custodian of the corporate seal; and shall be responsible for recording the proceedings of the meetings of the Guild, the National Council and the Executive Committee.

(d) The **Treasurer**, also known as the **Councillor for Finance and Development**, shall have supervision over the management of the funds of the Guild, and shall keep, or cause to be kept, full and accurate records of receipts and disbursements in books belonging to the Guild, and shall deposit, or cause to be deposited, all monies and other valuable effects in the name of and to the credit of the Guild. The Treasurer shall develop, or cause to be developed, the annual budget of the Guild, and shall coordinate the work of the Guild in the areas of financial structure and investment of financial resources. The Treasurer shall coordinate the work of the Guild in the area of development of financial resources.

(e) A **National Chaplain**, an honorary National Officer, may be appointed by the National Council. The Chaplain shall not be a member of the National Council, but shall serve a term of two years, to coincide with the terms of the elected National Officers.

COUNCILLORS

Section 7. Four Councillors shall be elected by national ballot at the Annual Meeting of the Guild held in even-numbered years and shall hold office for two years or until their successors are duly elected. No Member shall serve more than three (3) successive terms as a Councillor. Each Councillor shall coordinate and represent to the National Council a specific area of the work of the Guild. The National Council shall assign all standing and special committees to the jurisdiction of one of the councillors, whose responsibilities shall be designated as follows:

(a) **Councillor for Education:** Coordinates the work of the Guild in the areas of educational programs and resources, examinations, and certification.

(b) **Councillor for Professional Development:** Coordinates the work of the Guild in the areas of Members' employment relationships, career development and support, seminary and denominational relations and other professional concerns.

(c) **Councillor for Competitions and New Music:** Coordinates the work of the Guild in the areas of performance and composition competitions, and the commissioning and support of new music.

(d) Councillor for Conventions:

Coordinates the work of the Guild in the areas of Regional and National Conventions.

The Councillors shall be elected from among the General, Independent and Certificated Members.

REGIONAL COUNCILLORS

Section 8. A Regional Councillor shall be elected by the voting Members of the Guild officially assigned to each of the nine Regions, including both General Members and Independent Members. Regional Councillors shall be elected at the Annual Meeting of the Guild held in even-numbered years and shall hold office for two years or until their successors are duly elected. No Member shall serve more than three (3) successive terms as a Regional Councillor. The duties of the Regional Councillors shall include the supervision and coordination of the work of the Guild in each Region and representation of the Regions on the National Council.

EXECUTIVE COMMITTEE

Section 9. The Executive Committee of the Guild shall consist of the President, Vice President, Secretary, Treasurer, the four National Councillors and one Regional Councillor, known as the Convener of the Regional Councillors. The Regional Councillors-elect, at their first meeting following each national election, shall elect one of their members as Convener pro-tem. This meeting and election shall occur at the National Convention of the Guild. At the time of the fall meeting of the National Council the Regional Councillors will meet and elect one of their members as Convener to serve as their representative on the Executive Committee.

Section 10. The Executive Committee is responsible for the management of the affairs of the Guild when the National Council is not in session and is to act on matters referred to it by the National Council. All actions of the Executive Committee are subject to ratification by the National Council at its next meeting.

Section 11. Notice of the time and place of meetings of the Executive Committee shall be given to each member of the Committee at least seven (7) days prior to the date of such meeting. Notices of such meetings shall also be similarly distributed to each member of the National Council. Minutes of meetings of the Executive Committee are to be distributed to members of the National Council promptly following each meeting.

Section 12. At all meetings of the Executive Committee the presence of not less than five (5) members of the Committee shall constitute a quorum for the transaction of business.

NATIONAL NOMINATING COMMITTEE

Section 13. The National Nominating Committee shall nominate candidates for national office and suggest candidates for committee positions to the National Council.

Section 14. The National Nominating Committee shall consist of six (6) members, no more than two (2) of whom shall be members of the National Council, and at least two (2) of whom shall be Certificated Members. Three (3) members of the National Nominating

Committee shall be elected by the National Council at its first meeting following each national election. Members of the National Nominating Committee shall serve a single four-year term. The National Council shall appoint a Director from among the members of the Committee. The Director shall serve a term of two years and may be reappointed.

OTHER COMMITTEES

Section 15. Additional Committees, both standing and special, may be appointed by the National Council. Their appointment, membership, terms of office, and functions shall be determined by the National Council and delineated in the Operating Procedures of the Guild. The National Council shall assign each committee to the jurisdiction of one of the National Councillors, or may determine that a committee shall report to a National Officer, or directly to the National Council.

EXECUTIVE DIRECTOR

Section 16. The Executive Director shall manage the operation of the Guild and have authority to engage and supervise all other paid employees of the Guild, subject to the supervision and direction of the President and of the National Council. The Executive Director shall be a non-voting member of the National Council and all National Committees, with the exception of the National Nominating Committee and the Personnel Committee.

ARTICLE V MEETINGS OF THE GUILD

Section 1. Annual Meeting. In odd-numbered years, the Annual Meeting shall be held at the Headquarters of the Guild on the first Tuesday of March at nine o'clock A.M. unless the National Council shall, not less than sixty (60) days prior thereto, specify a different place and time, and shall give not less than fourteen (14) days' notice thereof to the members.

In even-numbered years the Annual Meeting shall be held in conjunction with the National Convention of the Guild. This meeting shall be a convention event, with no competing activities scheduled, and shall be open to all members of the Guild in good standing.

The agenda of the Annual Meeting shall include (I) reports from National Officers and Councillors on the work and financial condition of the Guild, and (II) in even-numbered years the election and installation of National Officers, Councillors, and Regional Councillors. Additional items for inclusion on the agenda of the Annual Meeting may be submitted by Members of the Guild, in writing, to the Executive Committee for consideration and approval at its meeting prior to the National Convention.

Section 2. Additional meetings of the Guild may be called by the President, or on petition by the National Council, upon written notice to the Members not less than thirty (30) days prior to such meeting.

Section 3. At all meetings of the Guild the presence in person or by proxy at the commencement of such meeting of not less than one hundred (100) Members shall be necessary and sufficient to constitute a quorum for the transaction of any business.

Section 4. All meetings of the Guild shall be conducted in accordance with Robert's Rules of Order, current edition.

Section 5. When choosing sites for its activities the Guild shall select, wherever possible, locations that are in accord with the Guild policy of non-discrimination, and which are accessible to those with physical disabilities.

ARTICLE VI REGIONS

Section 1. The Guild shall be divided, for purposes of administration and representation, into nine Regions, which are defined as geographically delineated units. Their geographic boundaries shall be set by the National Council. The National Council will assign to a Region each Chapter of the Guild (and the members thereof) and each Independent Member. Chapters located near regional borders and/or whose members reside in more than one Region may, upon approval by the National Council, be reassigned to an adjoining Region. The National Council may further partition each Region into smaller Districts that lie with Regions as geographical areas corresponding either to state boundaries or to some other delineation determined by the National Council.

Section 2. Regional Officers. The chief officer of each Region shall be the Regional Councillor. District Conveners and other officials may be appointed by the National Council.

(a) **The Regional Councillor.** The Regional Councillor shall be elected in accordance with Article VIII of these Bylaws, shall act as chief executive officer of the Region and represent the Region on the National Council, and shall represent the National Council and the Guild within the Region. The responsibilities and duties of the Regional Councillor shall be assigned by the National Council and delineated in the Operating Procedures of the Guild. The Regional Councillor shall recommend to the National Council the formation and disbandment of Chapters within the Region, and shall ensure that Chapter elections are held, and that Chapter business is conducted, in a manner consistent with these Bylaws and the Operating Procedures of the Guild.

(b) **District Conveners.** Each Regional Councillor may nominate, for appointment by the National Council, District Conveners for the development of the Guild's interests in each state or area located within the Region. The District Convener shall assist the Regional Councillor in the work of the Region, and shall undertake other duties and responsibilities as designated by the National Council and delineated in the Operating Procedures of the Guild.

(c) **Other Officers.** The National Council may appoint additional officers at the Regional level to assist the Regional Councillor with specific areas of the Guild's work. The Regional Councillors shall nominate, and the National Council appoint, such officers.

ARTICLE VII CHAPTERS

Section 1. Definition. A Chapter shall be defined as a local group of Members of the Guild. Chapters shall be governed under the Charter and Bylaws of the Guild.

All details connected with the description of boundaries, formation, and operation of the Chapters shall be subject to the National Council.

Section 2. Formation. Chapters may be formed at the written request of twelve (12) Voting Members or prospective members of the Guild. Upon written recommendation by the applicable Regional Councillor, the President may authorize the organization of a Chapter and appoint its officers, subject to ratification by the National Council.

Section 3. Membership. The membership of a Chapter shall consist of Voting and Non-Voting Members as defined in Article III, and Dual Members, Chapter Friends, and Chapter Honorary Members.

(a) **Dual Members.** Dual Members shall consist of those Voting Members who (I) have established primary membership through another Chapter, (II) are approved by the Chapter, and (III) have paid the dues and fees set by the National Council. Dual Members are eligible to vote and hold office in both the primary and secondary Chapter, though each Member has only one vote in National and Regional elections.

(b) **Chapter Friends.** Chapter Friends shall consist of those individuals who (I) support the purposes of the Guild, (II) are not organists or choral conductors, and (III) have paid the dues and fees set by the Chapter. Chapter Subscribing Members shall require no election to membership and shall have no vote.

The privileges of this class of membership shall be (I) participation in Chapter activities and (II) receipt of Chapter publications.

(c) **Chapter Honorary Members.** Chapter Honorary Members shall consist of those individuals who have made a distinguished contribution to the furtherance of the purposes of the Guild and the Chapter. They shall be nominated by two Voting Members of the Chapter in good standing and elected by the Chapter. Such members shall not be required to pay any dues or fees set by the National Council.

The privileges of this class of membership shall include the right to participate in all Chapter activities and to receive Chapter publications. If the Chapter pays dues and fees set by the National Council, Chapter Honorary Members may have the privileges of Voting Membership; otherwise, the Chapter Honorary Members shall not be eligible for election to Chapter or Guild office and they shall have no vote.

Section 4. Organization and Governance. Each Chapter may establish its own operating procedures, provided, however, that such operating procedures do not conflict with the Charter or Bylaws of the Guild. The operating procedures must be approved by the Chapter, the Regional Councillor, and the Vice President. The governance of each Chapter is vested in the Chapter Officers and Executive Committee as herein defined.

Each Chapter shall have a Dean, a Secretary, a Treasurer, and as many other officers as may be determined to be advisable.

The Chapter Executive Committee shall consist of the Officers plus as many additional Members at large as are determined advisable. Chapter Officers and Members at large of the Executive Committee shall be elected annually or biennially, as each chapter shall determine, by ballot from among the Voting Members of the Chapter in a general election. The Chapter Officers shall hold office for one (1) or two (2) year(s) or until their successors have been duly elected and may be re-elected in accordance with Chapter operating procedures. Terms of office shall begin July 1 of the year in which

the election is held. Members at large of the Executive Committee of a Chapter shall hold office for three (3) years (in the case of chapters with annual elections) or four (4) years (in the case of chapters with biennial elections) or until their successors have been duly elected, with one third of the members of the Executive Committee being elected at each. They may be re-elected in accordance with Chapter operating procedures.

The Officers of the Chapter shall, unless otherwise provided by the Chapter or the National Council, each have such duties as generally pertain to their respective offices, as well as such powers and duties as may be specifically set forth in these Bylaws

(a) The **Dean** shall be the chief executive officer of the Chapter. The Dean shall preside at all meetings of the Chapter and the Executive Committee, and shall be an ex officio member of all standing and special committees of the Chapter.

(b) The **Secretary** shall have custody of the records of the Chapter and shall be responsible for recording the proceedings of the meetings of the Chapter and the Executive Committee. The Secretary shall keep, or cause to be kept, lists of the Members of the Chapter in their respective classes.

(c) The **Treasurer** shall have supervision over the management of the funds of the chapter and shall keep, or cause to be kept, full and accurate records and accounts of receipts and disbursements in books belonging to the Chapter.

Section 5. Meetings. Each Chapter shall hold a minimum of one (1) general Chapter meeting per year for the election of Officers (if scheduled), reports from the Officers and Executive Committee on the condition of the Chapter, and the transaction of any other business that shall come before the Chapter. At all meetings of the Chapter the presence at the commencement of such meeting of not less than twenty-five percent of the membership, or twenty-five members, whichever is fewer, shall be necessary and sufficient to constitute a quorum for the transaction of any business.

The Chapter Executive Committee shall meet on a periodic and timely basis and shall be empowered to transact the business of the Chapter between General Chapter Meetings. All actions of the Executive Committee are subject to ratification by the Chapter. At all meetings of the Chapter Executive Committee, the presence at the commencement of such meeting of not less than a majority of the Members thereof shall be necessary and sufficient to constitute a quorum for the transaction of any business.

Section 6. Accessibility. When choosing sites for its activities the Guild shall select, wherever possible, locations that are in accord with the Guild policy of non-discrimination, and which are accessible to those with physical disabilities.

Section 7. Disbandment. Chapters may be disbanded by the National Council upon written request of the Chapter or by recommendation of the Regional Councillor. Prior to action by the National Council, a committee of Officers and Members of the Chapter may give reasons for or against the disbandment in writing to the National Council.

In the event of disbandment, each Member of the Chapter may 1) transfer individually to any other Chapter which the Member may choose, or 2) join as an Independent Member. The assets and property of the Chapter remaining after payment of expenses and

satisfaction of all liabilities shall accrue to the Guild for distribution as determined by the National Council for the nonprofit purposes of the Guild.

ARTICLE VIII ELECTIONS

Section 1. National Office. The National Nominating Committee shall present its slate for National Officers and Councillors to the National Council at its regular fall meeting prior to each election year. Two (2) candidates shall be designated for each office. The nominations shall be published in the official journal of the Guild in January of even-numbered years. Additional nominations for National Office may be made by petitions signed by at least fifty (50) Voting Members of the Guild in good standing. Such petitions must be received at National Headquarters prior to February 15 of each election year.

Ballots in the form of proxies shall be distributed by mail from National Headquarters during May of even-numbered years to all Voting Members. Members shall convey completed proxies to the designated teller by way of media approved by the National Council prior to the election. A plurality of votes cast at the Annual Meeting of the Guild in even-numbered years shall be sufficient for election.

Section 2. Regional Office. Each Regional Councillor, in consultation with the respective District Conveners, Regional Coordinator for Professional Development and Regional Coordinator for Education, will recommend candidates for the Regional Nominating Committee for each Region to the National Council for ratification at its spring meeting in even-numbered years. Each Regional Nominating Committee shall consist of five (5) Voting Members who will serve a maximum of two terms of two years per term. The committees shall reflect a balance in age, gender and geography. The Regional Nominating Committees shall each report the names of two (2) candidates for their Regional Councillorship to the Nominating Committee by September 1 in odd-numbered years. At the fall meeting of the National Council in odd-numbered years the National Nominating Committee shall present to the National Council the slates of candidates for Regional Councillor, as reported by the Regional Nominating Committees, in conjunction with the National Nominating Committee's slate of candidates for other Councillorships and National Offices.

The nominations shall be published in the official journal of the Guild in January of even-numbered years. Additional nominations for Regional Councillor may be made by petitions signed by at least twelve (12) Voting Members assigned to the Region. Such petitions must be received at National Headquarters prior to February 15 of the election year.

Regional Elections will be held in conjunction with National Elections following the procedures in Section 1. Members will be entitled to vote only in the Region to which they are assigned. A plurality of votes cast shall be sufficient for election.

Section 3. Chapter Office. Chapters may hold elections annually, or biennially in even-numbered years. In either event, in the year prior to the election, the Executive Committee of each Chapter shall, not later than December 31, appoint a Chapter Nominating Committee of at least three (3) members, a majority of whom shall not be members of the Chapter Executive Committee.

The Chapter Nominating Committee shall nominate one or more candidates for each Chapter Office and an excess of candidates for membership at large on the Executive Committee in place of those whose terms of office are about to expire.

The slate prepared by the Chapter Nominating Committee shall be delivered to the Executive Committee, recorded in the minutes and announced to the Members of the Chapter prior to March 1 of the election year. Additional nominations may be made by petitions signed by at least five (5) Chapter Voting Members in good standing. Such petitions must be received by the Secretary prior to April 1, or within thirty (30) days after the notification of the members of the Chapter Nominating Committee's slate, whichever is later. Ballots including the Chapter Nominating Committee slate and candidates nominated by qualified petition shall be prepared by the Secretary and distributed either by mail (in the form of proxies) or at a general Chapter meeting. Sufficient care must be taken to ensure that either the mailed ballot or notification of the meeting at which voting is to take place reaches every eligible Voting Member. The election shall be concluded by May 31 of the election year. A plurality of votes cast in person or by proxy shall be sufficient for election.

ARTICLE IX DISSOLUTION

In the event of dissolution, the assets and property of the Corporation remaining after payment of expenses and the satisfaction of all liabilities shall be distributed as determined by the Council or as may be determined by a court of competent jurisdiction upon application of the Council, for the nonprofit purposes of the Corporation or such charitable or educational organization as shall qualify under Section 501(c)(3) of the Internal Revenue Code of 1954, as amended.

Any of such assets not so distributed shall be disposed of for such purposes as directed by a justice of the Supreme Court of the State of New York or such other Court having jurisdiction over the Corporation.

ARTICLE X CORPORATE SEAL

The corporate seal, if any, shall be in such form as shall be approved by the National Council. The seal of the Guild shall be kept by the Secretary who may, in that capacity, affix it to any certificate in respect of Corporate matters. It may also be affixed on behalf of the Guild by such other persons as may be authorized by the National Council.

ARTICLE XI AMENDMENT OF BYLAWS

Section 1. All Bylaws of the Guild shall be subject to alteration or repeal, or new Bylaws may be adopted, by the affirmative vote of two thirds of the National Council at any meeting of the National Council. If any Bylaw regulating the number of members or method of electing the National Council is adopted, amended, or repealed by the National Council, such Bylaws must be approved by vote of the Members.

Section 2. Operating Procedures. All Operating Procedures of the Guild shall be subject to alteration or repeal, or new Operating Procedures may be adopted, by the affirmative vote of two thirds of those present

and voting at any meeting of the National Council. Such alteration, repeal or addition of Operating Procedures shall be proposed in writing to the National Council or Executive Committee with notice of the meeting at which they shall be first discussed.

The Bylaws of the American Guild of Organists (initially termed "Constitution") were adopted by the Founders of the Guild at a meeting on April 13, 1896, in New York City. The current revision reflects all amendments through the National Council Meeting held April 18, 2009, in Ann Arbor, Michigan.

CODE OF ETHICS

Members of the American Guild of Organists are bound by the Code of Ethics and guided by the Code of Professional Standards.

Adopted by the National Council on October 23, 1933 as revised through April 16, 2007.

Preamble: The purpose of the American Guild of Organists is to promote the organ in its historic and evolving roles, to encourage excellence in the performance of organ and choral music, and to provide a forum for mutual support, inspiration, education, and certification of Guild members. Voting members are entitled to enjoy the privileges and are expected to accept the responsibilities of membership in the Guild. Members shall be considered equally for Guild offices and participation in Guild activities. These are the rules that shall be considered binding upon all voting members in good standing.

RULE 1. Members shall promote good working relationships within the American Guild of Organists and shall respect the employment of colleagues. Members shall address differences between themselves and other members by following the procedures outlined in the *Discipline*.

RULE 2. Members shall not seek or appear to be seeking employment for themselves, a student, or a colleague, in a position held by someone else. Members shall apply for employment only for a position which the employer, with the knowledge of the incumbent musician, has officially and publicly declared vacant by announcement of the vacancy.

RULE 3. In cases pending under the *Procedures* or in cases where the National Council has determined that a position has been made vacant by wrongful termination of a member of the American Guild of Organists, members shall not seek or accept regular or permanent employment for themselves, a student, or colleague at that Institution until the National Council is satisfied that differences between the Guild and the Institution have been resolved. Interim services may be provided for a period of 90 days.

RULE 4. Members shall obtain the approval of the incumbent musician before accepting an engagement for a wedding, funeral, or other service requested by a third party. In such cases, the incumbent should receive his/her customary fee, and the third party is expected to provide it. It is the responsibility of the guest member to inform the third party of this rule. Members are advised to protect themselves as incumbents in this regard by negotiating employment contracts which secure these fees and which provide some responsibility, oversight, and control as to choice of music, etc.

RULE 5. Members shall conduct professional activities with truthfulness, honesty and integrity, and shall maintain sensitivity in matters of a personal or confidential nature.

RULE 6. Members shall not discriminate against others on the basis of race, national origin, age, religious affiliation, gender, marital status, sexual orientation, disability, or medical condition (including, but not limited to, Acquired Immune Deficiency Syndrome).

CODE OF ETHICS

Members of the American Guild of Organists are bound by the Code of Ethics and guided by the Code of Professional Standards.

A violation of the Code of Ethics, as determined through the AGO Discipline, may subject a person to exclusion from membership.

Adopted by the National Council on October 23, 1933 as revised through December 15, 2008.

Preamble: The purpose of the American Guild of Organists is to promote the organ in its historic and evolving roles, to encourage excellence in the performance of organ and choral music, and to provide a forum for mutual support, inspiration, education, and certification of Guild members. Voting members are entitled to enjoy the privileges and are expected to accept the responsibilities of membership in the Guild. Members shall be considered equally for Guild offices and participation in Guild activities. These are the rules that shall be considered binding upon all voting members in good standing.

RULE 1. Members shall promote good working relationships within the American Guild of Organists and shall respect the employment of colleagues. Members shall address differences between themselves and other members by following the procedures outlined in the Discipline.

Question: What recourse is available to a member who has been wronged by another person who is not a member?

Answer: Nothing. The Discipline's primary sanction is exclusion from membership. Therefore, the Discipline cannot terminate a non-member, although an expelled member's reinstatement could be in jeopardy.

RULE 2. Members shall not seek or appear to be seeking employment for themselves, a student, or a colleague, in a position held by someone else. Members shall apply for employment only for a position which the employer, with the knowledge of the incumbent musician, has officially and publicly declared vacant by announcement of the vacancy.

Question: Can a member circulate a written announcement to prospective religious institution employers having incumbent employees stating that s/he is looking for employment?

Answer: No.

RULE 3. In cases pending under the Procedures or in cases where the National Council has determined that a position has been made vacant by wrongful termination of a member of the American Guild of Organists, members shall not seek or accept regular or permanent employment for themselves, a student, or colleague at that Institution until the National Council is satisfied that differences between the Guild and the Institution have been resolved. Interim services may be provided for a period of 90 days.

Question: May two or more members furnish their services to the Institution for an aggregate period which exceeds ninety days.

Answer: No.

RULE 4. Members shall obtain the approval of the incumbent musician before accepting an engagement for a wedding, funeral, or other service requested by a third party. In such cases, the incumbent should receive his/her customary fee, and the third party is expected to provide it. It is the responsibility of the guest member to inform the third party of this rule. Members are advised to protect themselves as incumbents in this regard by negotiating employment contracts which secure these fees and which provide some responsibility, oversight, and control as to choice of music, etc.

Question: Does this rule give members authority over the choice of music?

Answer: No. The Rule merely advises members to protect themselves with written contracts which provide authority over the choice of music, directly when they play and indirectly when they have oversight in situations involving a guest organist.

RULE 5. Members shall conduct professional activities with truthfulness, honesty and integrity, and shall maintain sensitivity in matters of a personal or confidential nature.

Question: Does conviction of a crime violate this Rule?

Answer: Not necessarily. The Rule applies to “professional activities.” Also, the Rule is limited to matters of “truthfulness, honesty and integrity.”

RULE 6. Members shall not discriminate against others on the basis of race, national origin, age, religious affiliation, gender, marital status, sexual orientation, disability, or medical condition (including, but not limited to, Acquired Immune Deficiency Syndrome).

Question: May a chapter schedule a program at a venue which is not wheelchair-accessible?

Answer: This would be a violation of both the letter and the spirit of the Rule.

Members of the American Guild of Organists are bound by the Code of Ethics and guided by the Code of Professional Standards. Members of the American Guild of Organists dedicate themselves to the highest standard of professionalism, integrity and competence. The following principles are guidelines for the conduct of members in fulfilling their obligations as professional musicians.

AGO Code of Professional Standards

Approved by National Council 7/02/00, as amended 4/16/07

Skills:

- i. Members develop and maintain skills in performance, improvisation, service playing, conducting, arranging, and composing commensurate with their duties.
- ii. Members stay abreast of current developments in liturgy, hymnody, performance practice, and musicology through continuing education.
- iii. Members become knowledgeable in the liturgy and worship traditions of the institutions they serve.
- iv. Members acquire business, administrative and interpersonal skills to perform their duties.

Employment Matters:

- i. Members agree to employment only after reaching a clear understanding of the position, the employer's expectations, and the lines of accountability.
- ii. Members request written contracts that protect employee and employer.
- iii. Members maintain courteous and respectful relationships with other staff members and members of their congregations, making an effort to resolve potential conflicts as soon as they become evident.
- iv. Members address differences with employing institutions through appropriate channels, including, but not limited to, their contract, the institution's personnel policies manual, and the Guild's Procedures for Dealing with Complaints about Termination

Respect for Colleagues:

- i. Members supervise other musicians in a professional and courteous manner.
- ii. Members respect the intellectual property rights of composers, authors and publishers by complying with the Copyright Law and licensing requirements regarding reproduction, recording, distribution, broadcasting and performing rights.
- iii. Members address differences with other members of the American Guild of Organists by following the procedures outlined in the Discipline.
- iv. Members do not discriminate against others on the basis of race, national origin, age, religious affiliation, gender, marital status, sexual orientation, disability, or medical condition (including, but not limited to Acquired Immune Deficiency Syndrome).
- v. Members do not use AGO affiliation or membership information publicly (except for biographical purposes) to endorse, for commercial advantage, the financial and business goals or the products and services of others or to further any political goals.

ON BEING DEAN: KEY ELEMENTS OF LEADERSHIP

By Carolyn Albaugh, AAGO

1. Team Playing

A wise leader is a facilitator. Good ideas will come not only from your own experiences and from executive people but also from unexpected sources. Watch and listen for these. Give credit and appreciation as often as you can. Your chapter is one of many teams. What are other groups doing? Read all the AGO Chapter News reports found in the first section of THE AMERICAN ORGANIST- not just the ones in your own region - and don't forget to send in your own report each month.

2. Problem Solving

Remember that you have a battery of experts available who will be glad to help you work through any problems that arise. Start with your colleagues. Other officers who will be valuable to you in many ways are: your district convener, regional councillor, national councillors, and AGO headquarters. Asking for help when you need it is a sign of strength.

3. Running Effective Meetings

A written agenda is a basic necessity. Leave room between topics for note taking. Sometimes ideas will be in conflict. Remember to stick to the issues, not to the personalities or the attitudes. Stay on track - socialize after the adjournment. Copies of "The ABC's of Parliamentary Procedure" are available from National AGO. (It will be helpful for you and for each member of your executive committee to keep a folder that includes all minutes and reports.)

4. Visibility

Promote your chapter through announcements on your own Web site (there must be several 'techies' in your chapter who can design one) as well as in newspapers, church bulletins, on radio and by posters. Sometimes it is helpful to schedule programs in conjunction with other community groups: high school band musicians for a brass and organ festival; string players for chamber music using an organ continuo. Above all, involve young people - they will be our future. We are the ones to take responsibility for getting them hooked on our unique instrument.

5. Chapter Communication

Keep in touch with your members via e-mail. Announcements will keep them current on not only what is happening in your own chapter, but in your region and nationally as well.

6. Above all, HAVE FUN!

Your term is comparatively short. A successful Dean works very hard. Remember that smiles and thanks and enthusiasm go a long way to attract and hold both old and new members.

KEY DATES FOR AGO CHAPTERS

Timeline for Chapter Leaders

CALENDAR

JULY

- July 1: Beginning of fiscal year for all chapters. Newly elected officers officially begin terms.
- Dues collection under way (may begin April 15).
- Treasurer gives accounting records to auditors and prepares annual financial statement for chapter.
- National (even-numbered years) and regional (odd-numbered years) conventions held in June or July.
- Send reminders to all members who have not yet renewed.
- July 1: Application for November CAGO exam and SPC may be requested from Headquarters.
- July 1: Deadline for outgoing dean to send copy of Officer Report Form to Headquarters, regional councillor, and district convener.

AUGUST

- Continue membership renewal and dues collection (appropriate chapter officer periodically sends dues reports to Headquarters).
- Prepare membership directory/yearbook for fall distribution.
- Announce fall program schedule to members (through newsletter or other means). Publicity (member and community) for early fall events should be under way.

SEPTEMBER

- September 1: Final dues report due at HQ.
- Follow up with members who have not renewed.
- Program year begins.
- New member campaign should precede first fall event, with members serving as hosts/hostesses for guest prospective members.
- NCOI application must be received at headquarters in September (odd-numbered years).
- September 15: Application for November CAGO must be submitted to Headquarters and Chapter administering exam.

OCTOBER

- October 1: Chapter yearbook should be completed by this date. Send copy to Headquarters, regional councillor, and district convener.

- Continue to follow up with members who have not yet renewed.
- October 1: Service Playing Tests may be administered (at any chapter)
October 1 - April 30.
- October (even-numbered years): Deadline for chapter to submit application to National Headquarters to sponsor a chapter-level Regional Competition for Young Organists (RCYO).

NOVEMBER

- Contact all members who have not renewed.
- LAST ISSUE OF TAO FOR THOSE WHO HAVE NOT RENEWED.
- Contact all potential new members in area, and invite to chapter meeting.
- (Even-numbered years): Promote chapter-level RCYO competition.
- Executive committee sets local reduced dues amount (in effect February 1 - March 31).
- Mid-November: CAGO Examinations.

DECEMBER

- December 1: Application for May CAGO exam may be requested from Headquarters.
- December 31: Deadline for executive committee to appoint nominating committee for chapter election. If chapter is on two-year election cycle, nominating committee is appointed in odd-numbered years.
- TAO subscription year begins.

JANUARY

- January (odd-numbered years): Deadline for competitors to register for the chapter-level RCYO (see official rules).

FEBRUARY

- Chapters verify membership records with printout sent from Headquarters and return printout by March 31st. Contact those who have not renewed and continue campaign for new members.
- February 1 - March 31: Reduced dues rates in effect for new members.
- February 6 - April 19 (odd-numbered years): Chapter-level RCYO held (see official rules).
- Chapter nominating committee meets to select candidates for chapter election. If chapter is on two-year election cycle, committee must select candidates in even-numbered years.

MARCH

- March 1: Deadline for nominating committee to deliver slate to executive committee, record slate in minutes, and announce candidates to membership in writing (done in even-numbered years by chapters on a two-year election cycle).

- March 1: Deadline for May CAGO and SPC applications.
- March 31: Deadline for chapters to return verified membership printout to National Headquarters.
- March 31: Reduced dues period ends.

APRIL

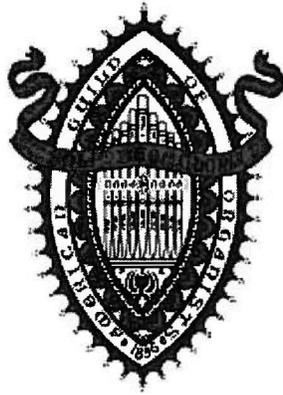
- April 1: Individual applications for June FAGO, AAGO, and ChM examinations must have reached Headquarters and the Examination Center.
- April 15: Dues collection for next membership year (July 1 through June 30) may begin.
- April 15: Dues postmarked after this date accepted for new year only.
- April 19 (odd-numbered years): Deadline for completion of chapter-level RCYO.
- April 30 (odd-numbered years): Deadline for chapters that sponsored RCYO to deliver complete winner information to their regional councillor.
- April 30: Service Playing Tests must be completed.
- NYACOP application must be received at headquarters in April (odd-numbered years).
- Additional nominations to chapter election slate may be made by written petition signed by at least five voting members and sent to the chapter secretary by April 1, or within 30 days of the announcement of the nominating committee's slate (whichever is later).
- Following the above, the final ballot for chapter election may be prepared, and the election may proceed (to be concluded by May 31).

MAY

- May 15 (odd-numbered years): Chapter RCYO competition coordinators may wish to verify that winner has received regional competition information from the regional competition coordinator.
- Mid-May: CAGO examinations.
- May 31: Chapter elections must be concluded.

JUNE

- Professional Certification examinations for FAGO, AAGO, and ChM held at approved examination centers (see January TAO for list). Written portions may be held at any chapter.
- Installation of chapter officers held at any time following election.
- Newly elected executive committee (and dean) appoints committee directors (and chaplain, if desired) and approves programs and budget for the new year.
- Membership renewal and dues collection continues.
- National (even-numbered years) and regional (odd-numbered years) conventions held in June or July.
- June 30: End of fiscal year for all chapters.
- June 30: End of term for chapter officers. If chapter follows two-year election cycle, terms end in even-numbered years.



Officer Report Form

2010-2011

Please complete this form and return it to the National Office by mail, fax, or online no later than July 1st. Even if the chapter officers for 2010-2011 hold the same positions as they did in 2009-2010, we still need to have a completed form for our records.

Thank you for your timely cooperation.

Chapter Information

Chapter Name

Chapter Number

Chapter Website

ZIP Code of Chapter Meeting Space

**For information on how to obtain a free chapter web page through the AGO, please contact Justin Storms, Membership Coordinator jstorms@agohq.org at AGO National Headquarters.*

Dean

Name

Mailing Address

City

State

Zip

Work Phone

Home Phone

Fax

E-Mail

Sub-Dean

Name

Mailing Address

City

State

Zip

Work Phone

Home Phone

Fax

E-Mail

Treasurer

Name

Mailing Address

City

State

Zip

Work Phone

Home Phone

Fax

E-Mail

Registrar

Name

Mailing Address

City

State

Zip

Work Phone

Home Phone

Fax

E-Mail

Secretary

Name

Mailing Address

City

State

Zip

Work Phone

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E-Mail

Newsletter Editor

Name

Mailing Address

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Education Coordinator

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Professional Development Coordinator

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Zip

Work Phone

Home Phone

Fax

E-Mail

Membership Coordinator

Name

Mailing Address

City

State

Zip

Work Phone

Home Phone

Fax

E-Mail

Webmaster

Name

Mailing Address

City

State

Zip

Work Phone

Home Phone

Fax

E-Mail

Miscellaneous

Who should receive membership mailings from the
AGO National Membership Department?

Select

Additional
Officers

Sender Information

Sender's Name

The following two fields must be completed or an error message will result.
If an error message does occur, please press your browser's back button
to restore the form.

Sender's E-Mail (Required)

Region - (Required)

Additional Information or Comments

Comments

Please print this form or copy it into your word processor before pressing "Send ORF."

Important: Please be sure to select your region and provide your e-mail address before pressing "Send ORF." If you do not select your region and provide your e-mail address, you will receive an error message, the form will be cleared, and your entries will be lost.

After sending the fully completed ORF, pressing the "back" button in your browser should restore the completed form.

Send ORF

Reset Form

ELECTION TIMETABLE

If your chapter operates on a two-year election cycle, voting must be held in even-numbered years.

- December 31** Deadline for chapter executive committee to appoint nominating committee.
- March 1** Nominating committee's slate must be given to the executive committee, recorded in the minutes, and announced to the membership (in writing).
- April 1** Additional nominations made by petition (see National Bylaws, Article VIII. Section 3. Chapter Office.) are due to the chapter secretary by this date, or within 30 days of the announcement of the nominating committee slate (whichever is later).
- May 31** Elections must be held by this date.
Once elected, new officers should immediately begin to attend executive committee meetings, with voice but no vote, until their official terms begin.
- June 30** End of term for chapter officers and executive committee members whose terms have expired.
- July 1** New officers begin their terms.
- July 1** Officer Report Forms are due at National Headquarters.

BALLOTING PROCEDURES

There are three methods of conducting a chapter election: by mail, in person at a general chapter meeting, or by a combination of these two methods.

By Mail

Voting is conducted entirely by mail. Ballots are sent to all voting members two to three weeks in advance of the election deadline. The members return ballots by mail by a specified date to the chapter secretary. Ballots should be opened by two auditors who are not candidates. Mailed ballots are not to be signed nor is a proxy statement included. Rather, the envelope is marked "BALLOT" and must have the name of the voting member handwritten on it.

At a Chapter Meeting

It is important to announce well in advance that the election will be held at a particular chapter meeting. Provisions should be made for absentee voting. Eligible voting members should mark their ballots and cast them in such a way that their selections remain confidential. A written ballot is recommended.

Combination Method

This procedure was developed by the Richmond (Virginia) Chapter, and was approved by a registered parliamentarian. It is recommended to all chapters that utilize the combination method.

1. Ballots for enclosure in chapter newsletters and those for in-person balloting should be prepared on different colors of paper.
2. Mailed ballots are not to be signed nor is a proxy statement included. Rather, the envelope is marked "BALLOT" and must have the name of the voting member handwritten on it. The mailed ballots are opened only by the auditors at the time all the ballots are counted. No late ballots should be permitted.
3. Upon receipt, names of ballot-by-mail voters are checked off the voter roster. These are double checked at the time of the in-person balloting.
4. For the in-person election, ballots of the second color are distributed to eligible members who have not mailed in their ballots.

Precautions:

1. The deadline for receipt of all mailed ballots must be prior to the meeting at which votes will be cast in person.
2. All mailed ballots should be removed from their envelopes and placed with the inperson ballots prior to counting, in an endeavor to preserve the anonymity of the voters.

SAMPLE BALLOT

ANYTOWN AGO CHAPTER BALLOT Year-Year

As there were no additional nominations by petition, the following candidates listed by the Nominating Committee are those running for the respective Chapter offices. Only Regular, Special, Partner, Student, and Dual members may vote; Chapter Friends do not have that privilege.

Ballots must be marked and returned to the Chapter Secretary, Mr. John L. Smith, 123 Main Street, Anytown MD 30123, postmarked by April 30, 20__.

DEAN
(vote for one only)

Daisy DiMarco
 Buck Merry
Write in Candidate: _____

SUB-DEAN
(vote for one only)

Tranh Nguyen
 Lisa Rodriguez
Write in Candidate: _____

SECRETARY
(vote for one only)

Paolo Luigi
 Agnes Dahl
Write in Candidate: _____

TREASURER
(vote for one only)

Winifred Lee
 Samson Chang
Write in Candidate: _____

AUDITORS
(vote for two only)

Bert Higgenbotham
 Serina Vaughan
 Carl Ritchie
 Ginger Jinojosa
Write in Candidate: _____

LIBRARIAN/HISTORIAN
(Vote for one only)

John Haugensen
 Ona Sowande
Write in Candidate: _____

EXECUTIVE COMMITTEE
Terms Year-Year
(vote for three only)

John Pawlski
 Kareem Johnson
 Karen Fowler
 Ben Salamanca
 Allison Caceres
 Mary Jones
Write in Candidate: _____

INSTALLATION OF OFFICERS

GUIDELINES FOR THE INSTALLATION OF OFFICERS

Chapter installation events are intended to affirm the willingness of those elected to serve the Guild in the presence of the general membership. The American Guild of Organists is an educational organization whose members represent a variety of religious beliefs. While there is no official program for the installation of chapter officers, it is inappropriate to use an order of installation that excludes any chapter members. The Statement of Religious Principles is an historic Guild document. For some chapters, it is an essential part of installation services. Others consider it incompatible with the educational character of the Guild and prefer to use the Statement of Purpose or Code of Professional Standards. There is no requirement that any of these items be used in a chapter installation event.

We submit here four examples of installation services. Any may be modified to meet the needs of an individual chapter, or chapters may develop their own.

Suggestions: Verify the presence of the officers to be installed before announcing their names and discovering several are absent. Immediately prior to the installation, it might be appropriate to introduce the outgoing officers.

Installation of Officers #1

The presiding/installing official should be one of the following: district convener, regional councillor, national councillor, retiring dean, sub-dean, chaplain, or if necessary, any designated chapter officer. She/he will read the service as follows:

Installing Official: The (name) Chapter of the American Guild of Organists presents for installation the following duly elected officers. *(Call names and respective offices; ask them to come forward.)*

You have been chosen by your colleagues to guide this Chapter during the coming year. This selection shows confidence in your wisdom, character, creativity, and leadership.

Installing Official addresses the officers: Will you severally promise to uphold the National By-Laws of the American Guild of Organists and honor their enactment? If so, respond, "I will."

Will you unite in your common charge as officers to continue the advancement of organ and choral music? If so, respond, "I will."

Will you endeavor to elevate the status of church and temple musicians, encourage continued education, and strive for the enlightenment of the community in which you serve? If so, respond, "I will."

Will you faithfully fulfill the duties of your individual office to the best of your ability? If so, respond, "I will."

Installing Official addresses the general membership: Fellow members, will you support these officers in their service to the Guild? If so, respond, "We will."

Now that our elected representatives have pledged to serve the purposes of the Guild, and we the membership have endorsed their leadership, let us welcome our new Chapter officers. Congratulations. (Applause is appropriate.)

Installation of Officers #2

The presiding/installing official should be one of the following: district convener, regional councillor, national councillor, retiring dean, sub-dean, chaplain, or if necessary, any designated chapter officer. She/he will read the service as follows:

Installing Official: The (name) Chapter of the American Guild of Organists presents for installation the following duly elected officers. *(Call names and respective offices; ask them to come forward.)*

You have been chosen by your colleagues to guide this Chapter during the coming year. This selection shows confidence in your wisdom, character, creativity, and leadership.

At the heart of the reasons for the formation and continuing life of the American Guild of Organists are its essential purposes, which are part of the charter of the Guild:

- to advance the cause of organ and choral music, to increase their contributions to aesthetic and religious experiences, and to promote their understanding, appreciation, and enjoyment;
- to improve the proficiency of organists and choral conductors;
- to evaluate, by examination, attainments in organ playing, choral techniques, conducting, and the theory and general knowledge of music, and to grant certificates to those who pass such examinations at specified levels of attainment;
- to provide members with opportunities to meet for discussion of professional topics, and to pursue such other activities as contribute to the fulfillment of the purposes of the Guild.

Installing Official addresses the officers: As elected officials of the (name) Chapter, I ask you to keep these purposes in mind as you carry out the functions of your offices.

Officers, do you accept the challenges and responsibilities of the office to which you have been elected and agree to work with your fellow officers and members in an atmosphere of mutual respect, toward the common goals of the continued health and growth of the (name) Chapter and the American Guild of Organists? If so, please respond, "I do."

Installing Official addresses the general membership: Members, do you accept the responsibility to support these officers whom you have elected in the work they are about to undertake on your behalf? If so, please respond, "We do."

With these expressions of mutual respect and support, it is now my privilege to install you as the officers (and Board members) of the (name) Chapter. Congratulations to you all.

Installation of Officers #3

The presiding/installing official should be one of the following: district convener, regional councillor, national councillor, retiring dean, sub-dean, chaplain, or if necessary, any designated chapter officer. She/he will read the service as follows:

Installing Official: The (name) Chapter of the American Guild of Organists presents for installation the following duly elected officers. *(Call names and respective offices; ask them to come forward.)*

You have been chosen by your colleagues to guide this Chapter during the coming year. This selection shows confidence in your wisdom, character, creativity, and leadership.

At the heart of the American Guild of Organists are its Statement of Purpose, Code of Professional Standards, and Code of Ethics. From time to time, we need to be reminded of that which binds us, and so we hear again the Code of Professional Standards:

Professionals in Sacred Music:

Prepare for every rehearsal, service, and performance.

Develop skills in performance, improvisation, service playing, conducting, arranging, and composing commensurate with their duties. Maintain skills through practice, and stay abreast of current developments in liturgy, hymnology, performance practice, and musicology through continuing education. Become knowledgeable in the liturgy and traditions of the institutions they serve.

Acquire business and administrative skills to perform their duties.

Maintain courteous and respectful relationships with other staff members and members of their congregations, resolving potential conflicts as soon as they become evident. Supervise other musicians in a professional and caring manner.

Seek to educate those for and with whom they work in all aspects of sacred music. Accept education from those for and with whom they work in music and other work-related fields.

Agree to employment only after reaching a clear understanding of the position, the employer's expectations, and the lines of accountability. Expect compensation and benefits commensurate with levels of education and experience, work required, and cost of living. Request written contracts that protect employee and employer equally.

Support colleagues in sacred music through friendly relationships, attendance at events, and active membership in the American Guild of Organists and other professional organizations.

As (District Convener, Chaplain, Dean, etc.), I charge you to execute these responsibilities prudently and faithfully. Please join me in the installation responses as you are addressed.

Installing Official addresses the officers: Elected officers, if you accept the office and responsibilities to which you have been nominated and elected, and if you intend to support the standards and purposes of the American Guild of Organists as an officer, please answer, "I do."

Installing Official addresses the general membership: Fellow members, if you endorse these elected officers before you, please respond, "I do."

Installing Official addresses both officers and members: Officers and members, do you this day mutually agree to encourage, support, and cooperate with one another in the work of this Chapter? Please respond, "We do."

Installing Official addresses the officers: The charge to you becomes a charge to all of us, for we are all members one of another. In common vocation with you, we pledge to you our support that you might freely exercise the leadership committed to you. Congratulations.

Installation of Officers #4

The presiding/installing official should be one of the following: district convener, regional councillor, national councillor, retiring dean, sub-dean, chaplain, or if necessary, any designated chapter officer. She/he will read the service as follows:

Installing Official: The (name) Chapter of the American Guild of Organists presents for installation the following duly elected officers. (Call names and respective offices; ask them to come forward.)

You have been chosen by your colleagues to guide this Chapter during the coming year. This selection shows confidence in your wisdom, character, creativity, and leadership.

At the heart of the American Guild of Organists are its Statement of Purpose, Code of Professional Standards, Code of Ethics, and Statement of Religious Principles. From time to time, we need to be reminded of that which binds us, and so we hear again the Statement of Religious Principles:

For the greater glory of God, and for the cause of fine music in this land, we being severally members of the American Guild of Organists do declare our mind and intention in these things:

We believe that the office of music in Divine Worship is a Sacred Oblation before the Most High.

We believe that they who are set as Organists and Choir Directors in the House of God ought themselves to be people of devout conduct, teaching the ways of earnestness to those committed to their charge.

We believe that the unity of purpose and fellowship of life between Clergy and Musicians should be everywhere established and maintained.

We believe that at all times and in all places it is our duty to work and pray for the advancement of Divine Worship in the holy gifts of strength and nobleness, to the end that God's House may be purged of its blemishes, that the minds of all may be instructed, that the honor of that House may be guarded in our time and in the time to come.

Wherefore we do give ourselves with reverence and humility to these endeavors, offering up our work and our lives in the Name of Him, without Whom nothing is strong, nothing is holy. Amen.

As (District Convener, Chaplain, Dean, etc.), I charge you to execute these responsibilities prudently and faithfully. Remember always the great purposes and principles that guide us. Members of (Chapter name), please join me in the installation response as you are addressed.

Installing Official addresses the officers: Elected officers, if you accept the office and responsibilities to which you have been nominated and elected, and if you intend to support the standards and purposes of the American Guild of Organists as an officer, please answer, "I do."

Installing Official addresses the general membership: Fellow members, if you endorse these elected officers before you, please respond, "I do."

Installing Official addresses both officers and members: Officers and members, do you this day mutually agree to encourage, support, and cooperate with one another in the work of this Chapter? Please respond, "We do."

Installing Official addresses the officers: The charge to you becomes a charge to all of us, for we are all members one of another. As you exercise your gifts in equipping God's people for their work of ministering, we also will exercise our gifts. In common vocation with you, we pledge to you our support that you might freely exercise the leadership committed to you.

Let us pray. Eternal God, who existed before all things, whose intention is expressed in all things, who will endure beyond all things, we praise You. For the talents You have given us, for the wonder of music that enhances our lives, we thank You. Grant that we may use all our gifts to Your glory. Amen.

Installing Official addresses the Officers: Congratulations.

PROCEDURE FOR REMOVAL FROM OFFICE

RECOMMENDED PROCEDURE FOR REMOVAL FROM OFFICE

Approved by National Council, October 15, 1985

An officer or duly-elected member of the Executive Committee may be removed from office due to inability or failure to fulfill his/her responsibilities only by action of the Chapter Executive Committee as follows:

1. A simple majority vote of the Executive Committee shall authorize the Dean (or other officer designated by the Executive Committee) to send a formal written notice to the officer in question, stating that action is pending before the Executive Committee to remove him/her from office.

In the event of such action against the Dean, the Sub-Dean shall act as the Chapter's Executive Officer.

2. The officer in question shall have a maximum of two weeks to respond (or until the next meeting, whichever occurs later), after which time action to remove said officer shall require a two-thirds majority vote of the Executive Committee.

MEMBERSHIP RENEWAL AND DUES COLLECTION

The AGO membership year is July 1 through June 30. The American Organist (TAO) Magazine subscription year, however, is December through November. This difference allows the time to update The American Organist mailing list following the annual collection of membership dues.

AGO DUES RATES 2009-2010			
Membership Category	National Portion	Chapter Portion	Total Dues
VOTING CHAPTER MEMBERSHIP			
Regular	\$55	\$37	\$92
Special (65 and over, under 21, or disabled)	\$37.50	\$29.50	\$67
Full Time Student	\$24	\$13	\$37
Partner (2nd member at same address, no TAO)	\$30	\$37	\$67
Dual (paid to second chapter)	\$0	\$36	\$36
Student Dual	\$0	\$15	\$15
VOTING INDEPENDENT MEMBERSHIP			
Independent Regular	\$92	\$0	\$92
Independent Special	\$67	\$0	\$67
Independent Partner	\$67	\$0	\$67
Independent Student	\$37	\$0	\$37

CHAPTER SUBSCRIBING MEMBERS

Chapter Subscribing Members (Chapter Friends) are not affiliated with the national organization. The chapter sets its own dues rate for this category of membership. Chapter Subscribing Members must meet the criteria noted in the National Bylaws, Article VII, Section 3b: Chapter Subscribing Members shall consist of those individuals who (I) support the purposes of the Guild, (II) are not organists or choral conductors, and (III) have paid the dues and fees set by the Chapter. Chapter Subscribing Members shall require no election to membership and shall have no vote. The privileges of this class of membership shall be (I) participation in Chapter activities and (II) receipt of Chapter publications.

REDUCED DUES

New members who affiliate with a chapter may join the Guild at any time during a membership year prior to March 31. New members who join in the middle of a membership year and pay full dues receive a complete set of issues of The American Organist Magazine (TAO) for that dues year. However, from February 1 until March 31, new members may choose to pay reduced dues and receive only nine issues of TAO. As with regular dues, there are two parts to these dues - a national portion and a local chapter portion. The National rate is announced in the February issue of TAO. The local chapter portion is set by individual chapters, and should be

decided upon by the executive committee no later than the previous November. Memberships submitted by chapter officers and postmarked after April 15th can only be accepted for the next membership year. Independent members may join in any month, as their membership year begins in the month they receive their first issue of TAO.

Subscription renewals to The American Organist Magazine are dependent on the membership renewal information received from local chapters. It is of utmost importance that deadlines are observed and that the instructions given in the dues information packet sent out in April are followed closely; otherwise, members' subscriptions can be delayed, misaddressed, or inadvertently terminated. When setting local dues deadlines, allow time for the chapter treasurer to process and transmit renewals to Headquarters by September 1st, and allow adequate time for the chapter leadership to contact members who have not renewed.

Appropriate chapter officers should deposit members' dues checks promptly, and forward the national portion to Headquarters on a regular and timely basis, in order to avoid a backlog, especially near the end of the renewal period. Chapters may also want to consider having a bounced check fee for members.

When members report problems with their subscriptions, contact the Membership Director or Membership Manager at National Headquarters immediately. **Labels for the magazine are run six weeks prior to the issue date; a delay in reporting a problem may result in an extended delay in receiving issues of TAO.** It is important that members notify AGO Headquarters of address changes six to eight weeks in advance of a move and also notify the postal service to forward second class mail until the change is in effect, so that there will be no interruption in their subscription. Address all subscription correspondence to the American Guild of Organists, 475 Riverside Drive, Suite 1260, New York NY 10115. Address changes may also be recorded online through the Membership section of the Guild's website, <www.agohq.org>. Replacement copies of The American Organist are available at \$5 an issue.

For your records: Be sure to keep photocopies of the application forms, dues report forms, and dues report summaries submitted to Headquarters. These will be helpful in the event of trouble with a member's subscription, and will speed solution of any problems.

Chapters are strongly urged to send at least three written dues notices annually to all current and lapsed members assigned to the chapter. A sample renewal form that can be adapted for chapter use is distributed each year with the dues information packet. Two additional models are on the following pages. Do not rely solely on members' memories or attendance at meetings to renew their membership and pay dues. Sending one notice with the declaration, "This is the only renewal notice you will receive," is not a good strategy for maximizing membership retention.

The value of personal contact with lapsed and late-renewing members cannot be overstated. There are many reasons why members do not renew on time - lost mail, forgetfulness, change of career, dissatisfaction with chapter programs, etc. Taking the time to speak with each of these lapsed and late-renewing members will help you build a stronger chapter.

MEMBERSHIP RENEWAL FORM

There is no official AGO membership renewal form. Chapters are free to design renewal forms that fit their situations. A model form is sent by AGO Headquarters to each chapter annually, along with dues renewal materials. It is recommended by National Headquarters that renewal forms include the Code of Ethics, to remind members of their commitment to this document.

The chapter membership form/renewal application has evolved into more than a document for the transmittal of dues and membership information. Some chapters now give members the option of providing substitute information, an e-mail address or cell number, funds for relevant activities, and service to the organization. The optional information is a resource for chapter officials and, when published in the annual directory, a source of information for the membership. Prior to detailing what information might be listed on the document and supplying an example of an all-inclusive form here is useful information for your executive committee:

1. The dues season commences April 15 and terminates August 31. All dues money and information must be received at headquarters by September 1 to assure processing in a timely fashion.
2. Dues reports should be sent to headquarters frequently during the collection period. Please do not transmit the entire report on September 1.
3. Deposit membership checks into the chapter account promptly (at least once a week).
4. Place the renewal form in the April or May newsletter and make the renewal a priority in your dean's message.

The above steps will assist your chapter and the membership department at headquarters in the timely collection and processing of dues.

As stated above the renewal form is basically a fiscal and information document. The fundamental fiscal part is the payment of dues. The chapter portion of the dues pays for items such as programs, printing, postage, and refreshments. The additional monetary part gives the chapter a chance to think ahead and/or collect revenue for other related activities. If your chapter is sponsoring a major recitalist in a year or so, place a gift line in the present renewal form. Other optional monetary gift categories are:

- PIPEDREAMS (either for the production of the show or local transmission)
- Regional convention (a great method to pay for quality events)
- Scholarship fund
- General gift to chapter

Other pertinent information that may be obtained on the membership form:

1. List at least two chapter activities that you would attend.
2. Do you need transportation to and from chapter events?
3. What way(s) can you assist the chapter (phone calls, reception, stuffing envelopes, etc.)
4. Any advice for the chapter.

SAMPLE MEMBERSHIP RENEWAL FORM
from the Lexington, KY Chapter

AMERICAN GUILD OF ORGANISTS
Lexington Kentucky Chapter
Membership Renewal Form
2006-2007

Last Name	Middle Initial	First Name	Title (Mr. Mrs. Ms. Dr.)	Today's Date
Home Street Address		City	State	Zip + 4 digit code
Work Phone		Home Phone	Cell Phone	
Home e-mail		Work e-mail	Personal web site URL	
Church/Synagogue employed		Position Title	Academic Degrees Earned	
Name of other employer		Position title	AGO Certification	

DUES RATES FOR 2006-2007: Please check one of the following member categories:

- \$84 Voting Member – individual
- \$84 Voting Member – institution: church, college, university, music club, etc.
- \$60 Partner at same address as Voting Member (1 AGO magazine for Partner and Voting Member)
- \$60 Special Voting Member (over 65, under 21 or disabled)
- \$25 Friends of Lexington Chapter (no TAO magazine or voting privileges)
- \$32 Student Voting Member (with valid school ID)
- \$12 Student Dual Chapter (list primary chapter: _____)
- \$33 Regular Dual Chapter (list primary chapter: _____)

I would also like to provide additional support to our chapter with my gift of \$ _____

Make checks payable to: Lexington AGO

**Return this form with your check to: John Linker, Registrar, c/o Good Shepherd Episcopal Church
533 East Main Street, Lexington, KY 40508-2341**

Please also provide the following information where applicable:

- I want to serve our AGO Chapter by providing my time and skills; you may contact me for help.
- I am an experienced church/synagogue organist; please list my name on your organist substitute list.

I am a: Full-Time Church Musician Part-Time Church Musician Other _____

My signature below signifies that I have read, I understand, and will abide by the AGO Code of Ethics (back).

signature of member date

Code of Ethics

Members of the American Guild of Organists are bound by the Code of Ethics and guided by the **Code of Professional Standards**. Voting members are entitled to enjoy the privileges of the Guild, and are expected to accept the responsibilities of membership. Members shall be considered equally for Guild offices and participation in Guild program activities. The following are the rules that shall be considered binding upon all voting members in good standing:

RULE 1

Members shall promote good working relationships within the Guild and shall respect the employment of colleagues. Members shall address differences between themselves and other members by following the procedures outlined in the Discipline.

RULE 2

Members shall not seek or appear to be seeking employment for themselves, a student, or a colleague, in a position held by someone else. Members shall apply for employment only for a position which the employer, with the knowledge of the incumbent musician, has officially and publicly declared vacant by announcement of the vacancy.

RULE 3

In cases pending under the Procedures or in cases where the National Council has determined that a position has been made vacant by wrongful termination of a member of the American Guild of Organists, members shall not seek or accept regular or permanent employment for themselves, a student, or colleague at that Institution until the National Council is satisfied that differences between the Guild and the Institution have been resolved. Interim services may be provided for a period of 90 days.

RULE 4

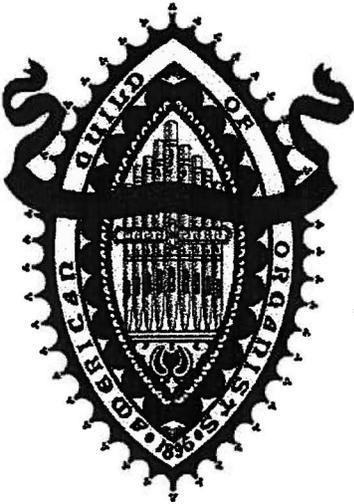
Before accepting an engagement for a wedding, funeral, or other service, members shall obtain the approval of the incumbent musician. In cases where this engagement has been requested by a third party, it is appropriate for the third party to offer the incumbent his/her customary fee. It is the responsibility of members to inform the third party of this rule.

RULE 5

Members shall conduct professional activities with truthfulness, honesty and integrity, and shall maintain sensitivity in matters of a personal or confidential nature.

RULE 6

Members shall not discriminate against others on the basis of race, national origin, age, religious affiliation, gender, marital status, sexual orientation, disability, or medical condition (including, but not limited to, Acquired Immune Deficiency Syndrome).



AN INVITATION to join AGO MILWAUKEE

The American Guild of Organists **Milwaukee Chapter** invites everyone interested in organ and choral music to join our ranks. No exam is ever required to join, nor music degree necessary for Guild membership. A portion of dues collected are retained by the Chapter in support of local programs, publications, & functions. All voting members are eligible to participate in local, regional & national programs and elections.

Mission Statement: The purpose of the American Guild of Organists is to promote the organ in its historic and evolving roles, to encourage excellence in the performance of organ and choral music, and to provide a forum for mutual support, inspiration, education, and certification of Guild members.

AGO is a national professional association serving the organ and choral music fields. It serves approximately 20,000 members in 330 chapters throughout the United States, Europe, Asia, and Australia. Founded in 1896 as both an educational and service organization, the Guild seeks to set and maintain high musical standards and to promote understanding and appreciation of all aspects of organ and choral music. The Guild has no denominational affiliation.

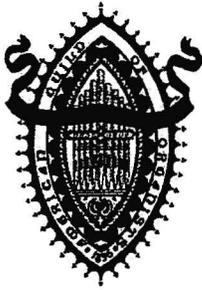
Under the leadership of the National Council, a network of volunteer committees and officials at the regional, district, and local levels directs the activities of the Guild. AGO National Headquarters in New York City has full time staffers who support and coordinate publication, administration, and development activities of the organization. To facilitate administration and representation, the Guild is divided into nine geographical regions; Milwaukee Chapter is in Region VI, North Central States. The AGO – Milwaukee Chapter Board plans and presents an annual series of performances & workshops for the edification and benefit of our metro Milwaukee and southeastern Wisconsin membership.

Purposes of the AGO:

1. To advance the cause of organ & choral music, to increase such musical contributions to aesthetic and religious experiences, and to promote said music's understanding, appreciation, and enjoyment.
2. To improve the proficiency of organists and choral conductors.
3. To evaluate, by examination, attainments in organ playing, choral techniques, conducting, and the theory and general knowledge of music, and to grant certificates to those who pass such examinations at specified levels of attainment.
4. To provide members with opportunities to meet for discussion of professional topics, and to pursue such other activities as contribute to the fulfillment of the purposes of the Guild.

National AGO activities include professional multi-level certification (exams), practical educational programs, and an extensive list of publications, audio media and learning resources for all levels of interest. The Guild also sponsors competitions in organ performance and improvisation and in organ and choral composition. National and regional conventions held in alternate years, present the finest performers. THE AMERICAN ORGANIST magazine, published monthly by the AGO, is the most widely read journal devoted to organ and choral music in the world.

Please use the Membership Form on the back of this Invitation.



American Guild of Organists – Milwaukee Chapter
Membership 2008-2009

Join our ranks by mailing this form and your check payable to
AGO – Milwaukee Chapter, Attn: David Beyer, Registrar
PO Box 11731, Milwaukee, WI 53211

To avoid an interruption in your receipt of TAO/The American Organist and
PipeNotes, and to ensure your inclusion in the Chapter Yearbook,
renewals must be received by 30 June 2008

Please supply all information – do not indicate “same as last year”

Membership Category check appropriate boxes

- New (note: lapsed members 1yr or more will check New)
- Renewing
- \$88 Regular monthly TAO magazine, PipeNotes online notification & access, voting, sub & web list access
- \$64 Special benefits as above; must be under 21, 65+, or disabled
- \$88 Partner 1 regular benefits as above
- \$64 Partner 2 shared TAO delivery, otherwise all benefits same as regular
- \$35 Dual PipeNotes online notification & access, sub & web list access
- Primary Chapter (required if choosing a dual membership) _____
- \$14 Student Dual PipeNotes online notification & access, sub & web list access
- \$36 Student regular benefits; must be full-time student w/ valid school ID—attach copy
- \$45 Chapter Friend (for individuals who are *not* active professionally) No sub listing, PipeNotes online notification & access, limited web access, non-voting
- \$12 PipeNotes hardcopy option (annual fee for printing, handling, & USPS 1st class postage)

Patron Appeal Contribution A deductible gift in support of Milwaukee Chapter programs

- \$ _____ donor in memoriam to honor to celebrate
- Listing for donor and/or honoree _____ anonymous
- Please use for: Milwaukee Academy Performance Events Education events
- If undesignated, your gift will benefit the general budget and program of AGO-Milw Chapter*

Total amount of dues and/or gifts:

\$ _____ [OFFICE: check # _____ date rec'd _____ enter'd _____]

Member Data print or type clearly to ensure TAO delivery and/or contribution credit

- Include Don't Include this information in Milwaukee Chapter Yearbook & website/member access only.
- If no choice is checked, the information will NOT be included in yearbook listings.*

Name _____

Address _____

City/State _____ Zip + 4 _____

1st phone _____ home work cell 2nd phone _____ home work cell

E-mail _____ AGO certifications _____

Professional Data

- Include Don't Include this information in Milwaukee Chapter Yearbook & database/member access only
- If no choice is checked, the information will NOT be included in yearbook listings.*

Music Job I _____ Employer _____

City/State _____

Signature, whereby I agree to honor & uphold the Code of Ethics of The American Guild of Organists

name _____ date _____

(Please retain a copy of this completed form for your records.)

Membership Renewal Notice 2010-2011

It is now time to renew your membership for the 2010-2011 year. Your dues include a one-year subscription to **THE AMERICAN ORGANIST** Magazine (TAO) and support for the programs run by the national organization and by our local chapter. To continue receiving the benefits of membership and your TAO subscription, please mail your dues payment now to your local chapter.

PLEASE MAIL TO LOCAL CHAPTER

Please return this form with your payment. Make your check payable to _____ Chapter, AGO. Contributions beyond dues are encouraged and tax-deductible.

Payment is due by _____

CODE OF ETHICS

Revised by the National Council on April 16, 2007.

<u>Membership category (check one)</u>	<u>Amount</u>	
___ Regular voting member	\$92	\$ _____
___ Special voting member (65 and over, under 21, or disabled)	\$67	_____
___ Student voting member (full-time, with valid school ID)	\$37	_____
___ Partner voting member (only one TAO per household)	\$67	_____
___ Dual voting member (primary chapter _____)	\$36	_____
___ Student dual member	\$15	_____
___ Chapter friend (non-voting)	\$ _____	_____
___ Contribution to Chapter	\$ _____	_____

Total Amount Enclosed \$ _____

Name (including AGO certificates and academic degrees)

Address

City/State/Zip

Telephone(s)/Fax

E-mail Address

Church/Organization

Position

Preamble: The purpose of the American Guild of Organists is to promote the organ in its historic and evolving roles, to encourage excellence in the performance of organ and choral music, and to provide a forum for mutual support, inspiration, education, and certification of Guild members. Voting members are entitled to enjoy the privileges and are expected to accept the responsibilities of membership in the Guild. Members shall be considered equally for Guild offices and participation in Guild activities. These are the rules that shall be considered binding upon all voting members in good standing.

RULE 1. Members shall promote good working relationships within the American Guild of Organists and shall respect the employment of colleagues. Members shall address differences between themselves and other members by following the procedures outlined in the *Discipline*.

RULE 2. Members shall not seek or appear to be seeking employment for themselves, a student, or a colleague, in a position held by someone else. Members shall apply for employment only for a position which the employer, with the knowledge of the incumbent musician, has officially and publicly declared vacant by announcement of the vacancy.

RULE 3. In cases pending under the *Procedures* or in cases where the National Council has determined that a position has been made vacant by wrongful termination of a member of the American Guild of Organists, members shall not seek or accept regular or permanent employment for themselves, a student, or colleague at that Institution until the National Council is satisfied that differences between the Guild and the Institution have been resolved. Interim services may be provided for a period of 90 days.

RULE 4. Members shall obtain the approval of the incumbent musician before accepting an engagement for a wedding, funeral, or other service requested by a third party. In such cases, the incumbent should receive his/her customary fee, and the third party is expected to provide it. It is the responsibility of the guest member to inform the third party of this rule. Members are advised to protect themselves as incumbents in this regard by negotiating employment contracts which secure these fees and which provide some responsibility, oversight, and control as to choice of music, etc.

RULE 5. Members shall conduct professional activities with truthfulness, honesty and integrity, and shall maintain sensitivity in matters of a personal or confidential nature.

RULE 6. Members shall not discriminate against others on the basis of race, national origin, age, religious affiliation, gender, marital status, sexual orientation, disability, or medical condition (including, but not limited to, Acquired Immune Deficiency Syndrome).

I agree to abide by the Code of Ethics:

Signature _____ Date _____

CODE OF ETHICS: Members of the American Guild of Organists are bound by the Code of Ethics and guided by the Code of Professional Standards. Voting members are entitled to enjoy the privileges of the Guild, and are expected to accept the responsibilities of membership. Members shall be considered equally for Guild offices and participation in Guild program activities. The following are the rules that shall be considered binding upon voting members:

RULE 1: Members shall promote good working relationships within the Guild and shall respect the employment of colleagues. Members shall address differences between themselves and others by following procedures outlined in the Discipline.

RULE 2: Members shall not seek or appear to be seeking employment for themselves, a student, or a colleague, in a position held by someone else. Members shall apply for employment only for a position which the employer, with the knowledge of the incumbent musician, has officially and publicly declared vacant by announcement of the vacancy.

RULE 3: In cases pending under the Procedures or in cases where the National Council has determined that a position has been made vacant by wrongful termination of a member of the American Guild of Organists, members shall not seek or accept regular or permanent employment for themselves, a student, or colleague at that institution until the National Council is satisfied that differences between the Guild and the institution have been resolved. Interim services may be provided for a period of 90 days.

RULE 4: Before accepting an engagement for a wedding, funeral, or other service, members shall obtain the approval of the incumbent musician. In cases where this engagement has been requested by a third party, it is appropriate for the third party to offer the incumbent his/her customary fee. It is the responsibility of members to inform the third party of this rule.

RULE 5: Members shall conduct professional activities with truthfulness, honesty and integrity, and shall maintain sensitivity in matters of a personal or confidential nature.

RULE 6: Members shall not discriminate against others on the basis of race, national origin, age, religion, gender, marital status, sexual orientation, disability, or medical condition (including but not limited to AIDS).

AMERICAN GUILD OF ORGANISTS

Lexington Kentucky Chapter

NEW MEMBER APPLICATION 2007-2008

Return this form with your check to:

John Linker, Registrar, c/o Good Shepherd Episcopal Church
533 East Main Street, Lexington, KY 40508-2341

Last Name	Middle Initial	Title	First Name
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Home Address	City, State, Zip + 4-digit
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Work Phone	Home Phone	Cell Phone
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Home E-Mail	Work E-Mail	Personal Web Site
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Church/Synagogue	Position Title	Degrees Earned
------------------	----------------	----------------

Other Employer	Position Title	AGO Certification
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- I am a Full-Time Church Musician
- I am a Part-Time Church Musician
- Please contact me to serve our Chapter by providing my time and skills for AGO programs.
- Please list my name on your organist substitute list.
- I am interested in possibly serving on the Board of Directors

DUES for 2007-2008

Please check the following categories that apply to you and write in the correct amount on the line at the left:

- | | |
|----|---|
| \$ | <input type="checkbox"/> \$88 Voting Member – individual |
| | <input type="checkbox"/> \$88 Voting Member – institution: church, college, university, music club, etc. |
| | <input type="checkbox"/> \$64 Partner at same address as Voting Member |
| | <input type="checkbox"/> \$64 Special Voting Member (over 65, under 21 or disabled) |
| | <input type="checkbox"/> \$25 Friends of Lexington Chapter (no TAO magazine or voting privileges) |
| | <input type="checkbox"/> \$34 Student Voting Member (with valid school ID) |
| | <input type="checkbox"/> \$14 Student Dual Chapter; list primary chapter: _____ |
| | <input type="checkbox"/> \$35 Regular Dual Chapter; list primary chapter: _____ |
| | <input type="checkbox"/> I want to provide additional support to our local chapter with my gift of \$ _____ |

\$	TOTAL AMOUNT DUE
----	-------------------------

Make your check payable to: **Lexington AGO**

Return this form with your check to: John Linker, Registrar, c/o Good Shepherd Church,
533 East Main Street, Lexington, KY 40508-2341

My signature below signifies that I have read, understand, and will abide by the AGO Code of Ethics.

TRANSFER OF MEMBERSHIP

Membership in the American Guild of Organists is most often initiated through chapters. As with new members, transferring members must be approved by the chapter to which the transfer is made. The National Operating Procedures provide that:

Each Chapter of the Guild may establish its own procedure for the approval of members transferring their membership to that Chapter from another.

The “Membership Transfer Form” should be used to report transfers (see next page). Members should request copies of this form from their dean. Deans should make copies as needed. When sending a “Membership Transfer Form” to a transferring member, be sure to indicate to which officer of the current chapter the completed form should be returned.

The first section of the form should be completed by the transferring member and returned to the appropriate officer of his/her current chapter. This officer should sign the form, and promptly send it to the dean of the new chapter, along with a check for the appropriate portion of local dues. (The addresses of all deans are published each November in *The American Organist*.)

If the member is transferring prior to December 1, the full local portion should be transferred to the new chapter. Between December 1 and March 1, half of that portion should be forwarded. After March 1, no dues should be exchanged.

The receiving chapter should sign the “Membership Transfer Form” and forward it to the Membership Department at National Headquarters.

As members sign the “Membership Transfer Form,” they are reminded of their commitment to abide by the provisions of the *Code of Ethics* (see Section I), a copy of which should be provided to the member by the new chapter at the time of transfer.



American Guild of Organists

NATIONAL HEADQUARTERS AND THE AMERICAN ORGANIST MAGAZINE
475 RIVERSIDE DRIVE, SUITE 1260, NEW YORK, NY 10115 • 212-870-2310

MEMBERSHIP TRANSFER FORM

Member Name _____ AGO certificates _____

(If moving) Former Address _____

City/State/Zip _____

New Address _____

City/State/Zip _____

If an address change, has AGO Headquarters already been informed? YES ___ NO ___

From: Chapter Name _____

TO: Chapter Name _____

As a member in good standing of the American Guild of Organists, I request that my membership be transferred as noted above. By my signature below, I agree to abide by the Code of Ethics of the American Guild of Organists and the operating procedures of the chapter to which I am transferring.

Signature _____ Date _____

TRANSFERRING MEMBER SHOULD COMPLETE PORTION ABOVE.

As a representative of the transferring chapter, I attest that this membership has been transferred and enclose a check in the amount of \$_____, payable to the receiving chapter, which represents the appropriate portion of local dues.¹

Signature _____ Date _____

Receiving Chapter Approval of Transfer

Receiving Chapter Official Name/Title _____

Signature of Official _____ Date _____

Transferring Chapter - Please send this form (and check) to the dean of the new chapter.

Receiving Chapter - Please send or fax this completed form to:

**Membership Coordinator
American Guild of Organists
475 Riverside Drive, Suite 1260
New York NY 10115
Fax: 212-870-2163**

¹If the member is transferring prior to December 1, the full local portion should be transferred to the new chapter. Between December 1 and March 1, half of that portion should be forwarded. After March 1, no dues should be exchanged.

RECOMMENDED CHAPTER OPERATING PROCEDURES (Approved by the National Council as amended March 3, 2006)

Each Chapter may establish its own operating procedures, provided, however, that such operating procedures do not conflict with the Charter or Bylaws of the Guild. The operating procedures must be approved by the Chapter, the Regional Councillor, and the Vice President. (AGO National Bylaws)

Effective administration of a Chapter proceeds from first defining the tasks to be done and then seeing that authority is delegated to persons willing and able to accomplish the tasks. Chapter Operating Procedures help to clarify those tasks by providing job descriptions for the various positions and committees appointed by the Chapter. Chapter Operating Procedures also facilitate smooth Chapter operation by providing an enduring source documenting procedures and policies of the Chapter. AGO National Bylaws are a sufficient basis for most normal Chapter operations, though some Chapters find that adoption of a set of Operating Procedures eases management of affairs unique to a particular Chapter. While no Chapter is required to adopt its own Operating Procedures, formulation of appropriate Chapter Operating Procedures will take into account local needs and traditions that will vary from one community to another.

The Officers of the Chapter, beginning with the Dean, are the persons charged with seeing that Chapter business is properly and efficiently carried out. The Dean must be not only a person committed to the Mission Statement of the American Guild of Organists but also an individual with a keen awareness for and strong commitment to the members of the Chapter and the local community. Most important among the Dean's duties are assuring that volunteers are matched with tasks appropriate to their personal availability, interests and skills, delegating authority that enables them to accomplish assigned jobs, and encouraging their work with supportive oversight. Other Chapter Officers required by the National Bylaws are those of Secretary and Treasurer. Sample job descriptions for these positions are given in the Sample Chapter Operating Procedures in this Handbook.

Of the various optional offices the position of Sub-Dean may be most useful to a Chapter. Typically the Sub-Dean is the Director of the Program Committee, an assignment offering excellent training in the development of organizational skills. This office can provide experience in the Chapter that may prepare future Deans. While there is no formal expectation that a sitting Sub-Dean will be nominated for the office of Dean in a future election, such is the practice in many Chapters.

One word is crucial in regard to any leadership position in the American Guild of Organists: **COMMUNICATION!** This is the most important activity of the officers with regard to members. Good communication is vital to good Chapter management.

Standing committees can facilitate the smooth operation of the Chapter. Chapters may choose among the examples of Standing Committees given here or create others as needed to accomplish special program needs or administrative purposes. Some additional possibilities might include: a Substitute Organist Referral Committee, providing pertinent information to churches as needed; a Public Library Committee, working with the local library to encourage acquisition of organ-related books, scores and recordings; and a Media Committee, encouraging local broadcast and print media to feature organ music and organ-related topics.

HOW TO DEVELOP CHAPTER OPERATING PROCEDURES

The Sample Chapter Operating Procedures in this Handbook provide guidelines for the person drafting such a document for a Chapter. Both the Executive Director of the AGO and the Vice President are available to help or consult while the document is in development.

All Chapter Operating Procedures must be in agreement with the National Bylaws (see Bylaws, Section I) and must be submitted for review and approval to the Chapter membership, to the Regional Councillor and to the Vice President. In the case of any conflict between Chapter Operating Procedures and National Bylaws the authority of National Bylaws prevails.

STEP ONE. The Dean and Executive Committee agree that such Operating Procedures should be created.

STEP TWO. The Dean assigns the task of creating a draft of Chapter Operating Procedures to a person or persons familiar with the Chapter, its committee structure and its current activities and operations.

STEP THREE. The Dean and Executive Committee examine the draft of the Operating Procedures, amending and editing as necessary. This step may continue through several drafts.

STEP FOUR. The Executive Committee votes to approve the Operating Procedures. The National Bylaws provide that “the presence at the commencement of such a meeting of not less than a majority of the Members thereof shall be necessary and sufficient to constitute a quorum for the transaction of any business.”

STEP FIVE. The Chapter Membership votes to approve the Operating Procedures. Prior to this vote the Executive Committee must ensure that each Chapter member receives a printed copy of the Operating Procedures for review. The membership may vote either by mail or at a regular meeting of the Chapter, provided members are notified that a vote will be taken at a particular meeting. If the vote is taken at a regular meeting the Executive Committee shall announce in advance what number or proportion of Chapter membership will constitute a quorum for the purpose of transacting business.

STEP SIX. The Dean or a designate sends copies of the Chapter-approved version of the Operating Procedures to the Regional Councillor and to the Vice President for review and approval. As a courtesy a copy should also be sent to the Executive Director at AGO Headquarters.

STEP SEVEN. After approval, the Operating Procedures Committee or an individual appointed by the Dean conducts an annual review of the Operating Procedures. The annual review assures concord between the Chapter document and the most recent revisions of the National Bylaws and confirms that the Operating Procedures continue to meet the needs of the Chapter. In some Chapters it may be sufficient to conduct a review only every two years.

A Chapter Executive Committee must regularly amend Chapter Operating Procedures in order for them to be up-to-date and effective. Both the Executive Director and the Vice President can offer consultation on Operating Procedures. A current version of the AGO Bylaws is available on the AGO web site <<http://www.agohq.org>> for reference. Amended or revised Chapter Operating Procedures, while not always requiring approval by the Chapter membership, Regional Councillor and Vice President, should be forwarded in complete form to National Headquarters.

The Sample Chapter Operating Procedures that follow serve as a model for Procedures that might be adopted by a Chapter of the American Guild of Organists. This model does not precisely represent the Operating Procedures of any particular Chapter. In drawing up operating procedures a Chapter normally makes adjustments to suit needs of the Chapter members as well as the needs and customs of the local community. Prior to submitting the Operating Procedures for final approval Chapters may consult with the Regional Councillor, Vice President and Executive Director of the Guild, all of whom are available to offer guidance. Please note that in the Sample Chapter Operating Procedures italicized notes offer clarification and give examples of possibilities for format or content. Such comments should not be included in Chapter Operating Procedures.

**OPERATING PROCEDURES
TO GOVERN
_____ CHAPTER
American Guild of Organists**

On this (Date), the undersigned members of the Executive Committee of the (Chapter name) Chapter of the American Guild of Organists do adopt the following as OPERATING PROCEDURES, which are in accordance and agreement with the National Bylaws of the American Guild of Organists, as adopted April 13, 1896 and amended through April 12, 2008.

(NOTE: the latest version of the Bylaws is available from National Headquarters)

(NOTE: The paragraph headings are for convenience of organizing material and for ease of locating subjects and specifics in the document. Chapters will adjust these and the content of the paragraphs as appropriate.)

Section 1. NAME. The name of this organization shall be the (Chapter name) of the American Guild of Organists (hereinafter, "Chapter"), a subordinate unit of the national organization known as the American Guild of Organists.

Section 2. MISSION STATEMENT Article II, Section 1 of the National Bylaws is incorporated by reference, as if fully set out herein. Nothing in these Operating Procedures shall be read, and none of the Chapter's activities pursuant to these OPERATING PROCEDURES shall be undertaken or executed, in a manner inconsistent with the fundamental purposes of the Guild.

Section 3. CLASSES OF MEMBERSHIP. Article III, Sections 1-3 and Article VII, Section 3 of the National Bylaws of the American Guild of Organists are incorporated by reference, as if fully set out herein.

(NOTE: Chapters may elect to include here the complete text of the Bylaws excerpt.)

Section 4. CHAPTER GOVERNANCE.

1. OFFICERS. The officers of the Chapter shall be the Dean, Secretary and Treasurer.

(NOTE: National Bylaws requires these three Officers, but many chapters choose to include additional Officers. Most common are Sub-Dean, Membership Officer, Newsletter Editor, Publicity Officer, Professional Development Officer, Education Officer, and Development Officer. Some of the most common assignments for these optional positions are described below, but a Chapter will include them in its governance structure only if the scope of Chapter activities warrants the positions.)

2. DUTIES OF THE DEAN. The Dean shall be the chief executive officer of the Chapter, and as such shall have the following duties and responsibilities:

- a. Preside at all meetings of the Chapter and Executive Committee when present.
- b. Nominate the directors of all standing committees for appointment by the Executive Committee.
- c. Nominate, for appointment by the Executive Committee, a person or persons to fill vacancies that may occur as the result of death, resignation, incapacity, removal or disqualification of any officer or duly elected member of the Executive Committee.
- d. Create, with the approval of the Executive Committee, committees and correlate the work of the officers and standing committees.

(NOTE: Though some chapters grant to the Dean sole authority to appoint committees, it is preferable that the Executive Committee ratifies all nominations for committees and for Directors of committees.)

- e. Serve as ex officio member of all committees, excluding the Nominating Committee.

(NOTE: "Ex officio" means "by virtue of office held," and carries no implication that the ex officio member has no vote.)

- f. Submit reports at the general meetings of the Chapter, including issues and recommendations the Dean considers appropriate for consideration by the members of the Chapter.
- g. Carry into effect all directions and resolutions of the Chapter and Executive Committee and make such other reports to the Chapter and Executive Committee that the Dean shall deem necessary, or that policies of the Chapter or Executive Committee may require.
- h. Sign and countersign all contracts and other instruments for and on behalf of the Chapter pertaining to usual, regular and ordinary affairs of the Chapter, as may be authorized by the Executive Committee.
- i. Serve as primary Chapter liaison with the District Convener, Regional Coordinator for Professional Development, Regional Coordinator for Education, Regional Councillor and Executive Director of the Guild.
- j. Remain in office for a term of one (1) year, with the possibility of nomination for re-election.

(NOTE: Please reference details on terms of office in the note to Section VI paragraph 3 of this sample document.)

- k. Perform such other duties as are incidental to the execution of this office or that may be required of the Dean by the Executive Committee.

3. DUTIES OF THE SUB-DEAN. The Sub-Dean, in the absence of the Dean of the Chapter, shall exercise all the powers and perform all the duties of the Dean of the Chapter. The Sub-

Dean will serve as Director of the Program Committee (ref. Section VIII, paragraph 8 below) and as such be responsible for planning the annual program of activities for the Chapter.

The Sub-Dean shall remain in office for a term of one (1) year, with the possibility of nomination for re-election. The Sub-Dean shall perform such other duties as are incidental to the execution of this office or that may be required of him/her by the Executive Committee. In case of the Dean's death, resignation or removal, the Sub-Dean will succeed to the office of Dean for the remainder of the Dean's elected term.

4. DUTIES OF THE SECRETARY. The Secretary shall keep record books belonging to the Chapter and have custody of the minutes of the meetings of the Executive Committee and of general meetings of the Chapter. Such minutes of the Executive Committee shall include the names of those members who are present and absent as well as copies of the reports from all committees. The Secretary shall issue notices for all meetings of the Executive Committee. The Secretary shall make such reports and perform such other duties as are incidental to the execution of this office or that may be required by the Executive Committee.

(NOTE: Though not obligatory, the Secretary may also be the recorder of minutes of meetings. In some Chapters the Secretary may also perform duties of an Historian, Publicity Officer or other responsibilities. In drawing up these Procedures care should always be taken to balance the distribution of duties among members of the Executive Committee.)

5. DUTIES OF THE TREASURER. The Treasurer shall be custodian of all financial records of the Chapter, and as such, shall have the following duties and responsibilities:

- a. Supervise and have custody of all financial records of the Chapter and keep full and accurate accounts of the receipts and disbursements of the Chapter. These shall include
 - (1) Assets, liabilities and fund balances.
 - (2) Revenue and operating expenses.
 - (3) All other financial records and documents deemed necessary by the Executive Committee.

(NOTE: Some chapters may wish to add to this list specific accounts for ongoing activities, such as Chapter concert series income and expenses; income from gifts, grants and contributions; endowment funds, etc.)

- b. Cause all monies and credits to be deposited in the name of and to the credit of the Chapter in such accounts and depositories as may be designated by the Executive Committee.
- c. Send to National Headquarters the portion of members' dues required, according to the current dues structure of the American Guild of Organists as approved by National Council.
- d. Disburse, or supervise the disbursement of, all other funds of the Chapter, in accordance with the authority granted by the Executive Committee, utilizing proper vouchers to correspond to the disbursements and keeping accurate records thereof.
- e. Prepare and submit such reports or statements of the Chapter's finances and accounts as may be requested by the Executive Committee.

- f. Sign and/or countersign such instruments requiring his/her signature.
- g. Serve as a member of the Finance Committee.

(NOTE: This last statement (g) only applies if the Chapter elects to establish a Finance Committee. In the absence of a Finance Committee a further paragraph could be added to the above list of duties for the Treasurer: "Make periodic recommendations to the Executive Committee on determining an annual budget for the Chapter and on management of the Chapter's assets.")

- h. Perform such other duties incidental to the execution of this office that may be required by the Executive Committee

(NOTE: In some Chapters, in the absence of a separate Membership Officer, the Treasurer may assume the duties of keeping dues records, reporting membership and dues payments to the Executive Committee and to National Headquarters and keeping membership data records.)

(NOTE: Items 6-11 below are provided only in the cases where Chapters are of appropriate size and have a scope of activity that warrants the positions. A Chapter may use these descriptions or create other descriptions of positions, as appropriate to the Chapter membership and the community.)

6. DUTIES OF THE REGISTRAR. The Registrar shall be custodian of the membership records of the Chapter and, as such, shall have the following duties and responsibilities:

(NOTE: In many Chapters the following duties are included with those of the Treasurer and of the Secretary.)

- a. Collect all dues and deliver said monies to the Treasurer.
- b. Report to AGO National Headquarters the names of all members who have paid dues, including information on 1) class of membership (voting member, chapter friend, subscribing member), 2) information on membership history (renewal, new member, reinstatement of lapsed member) and 3) dues category (student, regular, senior, partner, etc.) A copy of this list also is provided to the Chapter Treasurer.
- c. Gather current information for the Chapter Yearbook or Directory and provide this information to the Treasurer, the Yearbook or Directory Editor and the Newsletter Editor.
- d. Provide membership forms upon request. This shall include the national membership application, national reinstatement form and Chapter membership renewal form.
- e. Sign and distribute membership cards, if used by the chapter.
- f. On a timely basis, send Chapter membership renewal forms and dues statements to all Chapter members.
- g. Perform such other duties as are incidental to the execution of this office or task that the Executive Committee may direct.

7. DUTIES OF THE MEMBERSHIP COORDINATOR. The Membership Coordinator shall be

responsible for activities focused on recruiting and retaining chapter membership. These activities will include, but are not limited to the following:

- a. Develop and administer a process for identifying and recruiting new members and ensuring that they are registered in a timely fashion.
- b. Analyze the demographics of the current membership and recommend and implement steps to maximize retention of those members.
- c. Serve as key contact person for members and prospects seeking information about membership categories, benefits, dues, etc.
- d. Help ensure that current members participate in the chapter's social, musical, and professional development programs.
- e. Take an active role in ensuring that all chapter members are welcomed cordially at meetings and integrated seamlessly into the fabric of the chapter.
- f. Set the standards for hospitality and teach them to others.
- g. Send National and Chapter membership applications to prospective members, as determined by the Executive Committee.
- h. Serve as Director of the Membership Committee (Section VIII, Paragraph 7, below).
- i. Perform such other duties as are incidental to the execution of this office or tasks that the Executive Committee may direct.

8. DUTIES OF THE CHAPTER HISTORIAN. The Chapter Historian shall keep a copy of all Chapter programs, any published article concerning the Chapter appearing in a newspaper or magazine, any Chapter publication, and any book, score or concert program submitted by a member of the Chapter. The Chapter Historian shall keep the history of the AGO Chapter in such a place that it shall be accessible to all members.

9. DUTIES OF THE NEWSLETTER EDITOR. The Editor of the Chapter Newsletter, _____ (Title may be included here) shall have responsibility for gathering and publishing all necessary items and information for the benefit of the members of the Chapter. Such items and information shall include, but not be limited to, the following: announcements of forthcoming meetings of the Chapter; notices of upcoming Chapter program events; a calendar of future programs or events in the community; a list of positions available for church and synagogue musicians; a letter from the Chapter Dean; and any other item deemed appropriate by the Executive Committee. The Editor shall also work closely with the Treasurer of the Chapter in soliciting paid advertising for the Newsletter.

(NOTE: In Chapters with a large membership, acquisition of a postal permit for bulk mailing is strongly suggested. Publication times and dates as well as deadlines are to be established by the Executive Committee. If paid advertisements are to be solicited the description of duties for the Editor should clarify which individual is responsible for collection of payments from advertisers.)

10. DUTIES OF THE PUBLICITY OFFICER. The Publicity Officer shall have responsibility for all publicity concerning Chapter meetings, public programs, recitals and any other activities of the Chapter, as the Executive Committee deems necessary. The logo of the American Guild of Organists shall be used in all printed publicity materials.

(NOTE: Camera-ready copies of the AGO logo can be obtained from Headquarters or from the AGO web site. The Chapter may wish to develop and use its own logo in addition to the AGO image, without supplanting it.)

11. DUTIES OF THE WEBMASTER. The Chapter Webmaster shall have responsibility for maintaining the Chapter Web site with the most current information possible. The Web site shall include, but not be limited to, the following: a full listing of chapter events for the current year; contact information for Chapter leaders as determined by the Executive Committee; a link to the National AGO Web site <<http://www.agohq.org>>; and any other information useful to individuals interested in contacting the Chapter through the Internet. The Chapter Webmaster shall forward the Chapter's Web address to National Headquarters to enable interested parties to reach the Chapter from a link on the National AGO Web site.

(NOTE: Should the Chapter elect to sell classified or subscription advertising for the Web site the Webmaster shall work closely with the Treasurer to clarify the responsibilities and procedures for solicitation and for collection of payments. Chapters may contact National Headquarters for the most recent organizational details relevant to setting up a Chapter Web site. Setup, design and maintenance of a Chapter Web site, including any costs incurred, is the sole responsibility of the Chapter.)

12. DUTIES OF THE CHAPLAIN. The Chaplain shall be nominated by the Dean and appointed by the Executive Committee and shall serve a term of one (1) year, with eligibility for appointment to successive terms. The Chaplain shall perform those duties deemed appropriate to the office.

(NOTE: Since AGO is a non-sectarian organization unaffiliated with any specific religious tradition the appointment of a Chaplain is not obligatory. The Chaplain typically serves 1) as advisor the Executive Committee on appropriate issues, 2) as "on-call" advisor to Chapter members seeking support or 3) as leader or host of Chapter events involving clergy or comprising worship events. The Chapter should not expect the Chaplain to be an advocate for Chapter members involved in disputes or as a spokesperson for the Chapter on spiritual matters.)

13. EXECUTIVE COMMITTEE. The Executive Committee is the representative governing body of the Chapter. The Executive Committee conducts the business of the Chapter when the full membership is not present. The Committee shall consist of all elected officers of the Chapter and all duly elected members of the Executive Committee. All Directors of standing committees and all District, Regional, and National Officers who are members of the Chapter may attend Chapter Executive Committee meetings with voice, but no vote.

14. EXECUTIVE COMMITTEE MEETINGS. The Executive Committee shall meet preceding the regularly scheduled general meetings of the Chapter in the months of October, January, March and May. Meetings may also be scheduled for other times as shall be deemed necessary by the Dean. The Dean shall provide no less than fourteen- (14) days notice of any meeting of the Executive Committee. Attendance by Executive Committee members is expected at all meetings.

(NOTE: Many Chapters find the need to hold monthly Executive Committee meetings in order to conduct the business of the Chapter. If so Item 14 should be altered to read accordingly. In no case should Executive Committee meetings be called with less than fourteen- (14) days notice.)

15. GENERAL MEETINGS OF THE CHAPTER. General meetings of the Chapter shall be held (time and date) from (month) to (month) inclusive. A general meeting may take place at such other time as deemed necessary, with approval of the Executive Committee. (Number) members shall be necessary and sufficient to constitute a quorum for the transaction of the business of the Chapter.

(NOTE: To encourage broad participation in Chapter affairs fifty percent of the membership of the Chapter is recommended as constituting a quorum, but in no case shall a quorum be declared with less than ten percent of the membership in attendance. For its Operating Procedures a Chapter may elect to express the minimum for a quorum as a percentage of membership rather than as a number as above.)

Section V. DUES OF THE CHAPTER

The AGO National Council determines annual dues for membership in the American Guild of Organists. The Chapter shall collect and report membership dues according to these policies as embodied in the instructions issued annually from National Headquarters.

SECTION VI. ELECTION PROCEDURES

1. NOMINATING COMMITTEE. The Nominating Committee shall consist of five (5) persons who are members of the Chapter in good standing. Not more than two (2) may be members of the Executive Committee. The Nominating Committee is appointed by vote of the Executive Committee upon the recommendation of the Dean (see Section I.2.c). The Nominating Committee shall nominate one (1) or more candidates for each office and an excess of candidates for membership at-large on the Executive Committee in place of those whose terms of office are about to expire. The Nominating Committee shall present the slate to the Executive Committee. The slate of candidates shall be recorded in the minutes, published in the Chapter Newsletter and announced to the general membership according to the schedule required in the National Bylaws. Additional nominations may be made by petition if each petition is signed by five (5) members of the Chapter in good standing and submitted to the Chapter Secretary within thirty (30) days of the announcement of the slate to the Chapter membership. The slate of candidates prepared by the Nominating Committee and the names of any candidate duly submitted by petition are not subject to discussion or approval by the Executive Committee and may not be vetoed by the Executive Committee or any member thereof, including the Dean.

(NOTE: In Chapters of limited size a Nominating Committee of three members may be necessary, and this should be reflected in the Chapter Operating Procedures. In this case no more than one member of the Nominating Committee of three may be a member of the

Executive Committee and the Dean may not be a member of the Nominating Committee of three. In Chapters holding first, second or third election cycles, the slate of nominees prepared by the Nominating Committee shall specify a class for each candidate. See Paragraph 3 below.)

2. ELECTION AND INSTALLATION OF CHAPTER LEADERS. The annual election of Chapter leaders, both Officers and members at-large of the Executive Committee, shall take place via U.S. Mail by April 1 of each year. The Secretary of the Chapter shall distribute and collect the ballots. Ballots shall be unsigned and shall be returned in an envelope with the member's signature across the envelope seal. The ballots are to be opened and counted only in the presence of at least two Chapter members in good standing including one member who is not currently serving on the Executive Committee. A plurality of votes cast shall be sufficient for election. Newly elected Chapter leaders shall be installed at the May general meeting of the Chapter. Terms of office begin on July 1.

(NOTE: Chapters contemplating other techniques of electing members of the Executive Committee, such as ballot or voice vote at a general meeting of the Chapter or submission of ballots by any means other than U.S. Mail, must confer with the Executive Director and Vice President of the AGO to assure proper coordination and agreement with the National Bylaws.)

3. ELECTION OF EXECUTIVE COMMITTEE MEMBERS AT-LARGE.

For Chapters holding the first election cycle and holding elections annually:

The duly elected members at large of the Executive Committee shall be divided into three (3) classes, each class having equal numbers of members numbering not less than one (1) and not more than three (3). Those in Class I shall be nominated for and elected to hold office for a term of one (1) year; those in Class II shall be nominated for and elected to hold office for a term of two (2) years; those in Class III shall be nominated for and elected to hold office for a term of three (3) years. Elected members at-large of the Executive Committee shall hold office only for the term in which they are elected and shall serve until their successors are duly elected and officially installed.

For Chapters holding the first election cycle and holding elections biennially:

The duly elected members at large of the Executive Committee shall be divided into two (2) classes, each class having equal numbers of members numbering not less than one (1) and not more than three (3). Those in Class I shall be nominated for and elected to hold office for a term of two (2) years; those in Class II shall be nominated for and elected to hold office for a term of four (4) years. Elected members at large of the Executive Committee shall hold office only for the term in which they are elected and shall serve until their successors are duly elected and officially installed.

For Chapters already having held their third election cycle, including Chapters preparing a revision of Chapter Operating Procedures:

Elections for members at large on the Executive Committee are held [annually] [in odd-

numbered years] [in even-numbered years] (NOTE: Choose one of these in accordance with local Chapter needs.)

If an annual election cycle, use the following: Each member at large is elected for a term of three years, one-third of the total number of members at large being selected in each election year.

If a biennial election cycle, use the following: Each member at large is elected for a term of four years, one-half of the total number of members at large being selected in each election year.

4. VACANCIES ON THE EXECUTIVE COMMITTEE. Any member of the Executive Committee may resign from his/her position with such resignation submitted in writing to the Executive Committee. The resignation is effective immediately upon its acceptance by the Executive Committee. A vacancy on the Executive Committee that may result from, but not be limited to, resignation or death of a member, or removal of a member for failure to fulfill responsibilities may be filled through appointment by the Dean. Any Chapter member appointed to fill such a vacancy shall meet all qualifications to hold office and shall serve for the unexpired term of his/her predecessor or for the predetermined term length until the successor has been duly elected and officially installed.

5. REMOVAL FROM OFFICE. A duly elected Officer or duly elected member at large of the Executive Committee may be removed from office due to inability or failure to fulfill his/her responsibilities only by action of the Chapter Executive Committee as follows:

A. By simple majority vote the Executive Committee shall authorize the Dean or other officer designated by the Executive Committee to send a formal written notice to the officer or member-at-large in question, stating that action to remove such officer from elected position is pending before the Executive Committee. In the event of such action against the Dean of the Chapter the Sub-Dean shall act as the Chapter's executive officer.

B. The Executive Committee shall request a response from the Officer or member at large in question within two (2) weeks, or until the next meeting of the Executive Committee, whichever is later. After such time action to remove said Officer or member at large shall require a two-thirds majority vote of the Executive Committee.

SECTION VII. PROGRAMMING POLICY

All programs sponsored by the Chapter must have the approval of the Executive Committee. The Executive Committee must also approve all calendar dates and expenses of all programs sponsored by the Chapter. Any organization wishing to co-sponsor a program with the Chapter shall submit a proposal to the Program Committee. No member of the Executive Committee or the Chapter shall give confirmation of any event prior to its approval by majority vote of the Executive Committee.

(NOTE: It is recommended that the Chapter determine written policies and procedures both for compensation of institutions for use of their facilities and for compensation of Chapter members performing for or assuming a leadership role in Chapter-sponsored programs.)

SECTION VIII. STANDING COMMITTEES

The Executive Committee has the power to appoint all standing committees and committee Directors. The Dean nominates committee Directors, and each committee Director appoints the members of his/her committee. The Dean serves as an ex officio member of all committees.

(NOTE: Standing committees should be listed in the Chapter Operating Procedures, but the size and activities of the Chapter will determine the number and duties of these committees. Standing Committees are necessary only insofar as they contribute to a Chapter's efficient operation.) Specific areas of responsibility for standing Committees may include: AGO Professional Certification, Operating Procedures, Program, Membership, Education, Chapter Competition, Yearbook, Finance, Professional Development, Placement, and Publicity.)

1. AGO PROFESSIONAL CERTIFICATION COMMITTEE. The Chapter Education Coordinator shall be the Director of this Committee. This Committee has responsibility for devising ways to aid members of the Chapter in preparing themselves for the AGO examinations. Should the Chapter be chosen as an AGO Examination Center the Director is responsible for conducting AGO Certification Exams according to the guidelines provided from National Headquarters.

2. OPERATING PROCEDURES COMMITTEE. The Operating Procedures Committee shall be responsible for keeping the Executive Committee advised of the contents of the National Bylaws, particularly as to the effect of any changes upon the Chapter's own Operating Procedures. This Committee advises the Executive Committee on necessary revisions to Operating Procedures and keeps records of all such policies and procedures as adopted by the Executive Committee, including such amendments and additional policies created by Executive Committee action, with indication of the dates of such actions.

3. COMPETITION COMMITTEE. The Competition Committee shall be responsible for conducting the Chapter Competition in Organ Performance. Local competitions held in odd-numbered years shall be governed by the rules of the AGO/Quimby Regional Competitions for Young Organists, such rules being published in the June issue of the previous even-numbered year in THE AMERICAN ORGANIST. Competitions held in even-numbered years shall be sponsored by the Chapter and shall follow procedures conforming to the Chapter's own rules as adopted by the Executive Committee.

In such competitions as are governed by national rules the Director of the Competition Committee shall keep the Executive Committee advised as to the contents of the national rules, especially the financial obligation of the Chapter to the respective Region of the AGO. The amount of prize money, if any, shall be determined by vote of the Executive Committee, based on recommendation from the Finance Committee. The Competition Committee shall inform any prospective competitors of the competition by announcing the date, location and any other pertinent information in October of each year and shall announce the competition to the general membership of the Chapter no later than November. The Competition Committee is responsible for publicizing the competition. All press releases and informational mailings or

circulars shall bear the logo of the American Guild of Organists and the name of the local Chapter with clearly legible contact information.

The Competition Committee shall submit to the Executive Committee the names of four (4) or more persons to serve as judges for all competitions. The Executive Committee shall approve three (3) judges by way of majority vote. Judges may not include current or former instructors or family members of any competitors.

4. YEARBOOK COMMITTEE (DIRECTORY COMMITTEE). The Yearbook Committee shall publish the annual Chapter Yearbook (or Chapter Directory). The Yearbook shall include names of all current chapter members in good standing with addresses and other contact information that individual members have authorized to be included. The Yearbook shall also include official addresses and contact information for the Chapter and for National Headquarters, for Chapter officers and committee Directors, and for Regional Councilors and District Conveners. The Yearbook shall also include the following: a schedule of Chapter programs for the year; general information about the Chapter including instructions on using the Chapter placement and substitute organist lists; a listing of names of patrons and sponsors of the Chapter and its activities; the AGO Code of Ethics and Code of Professional Standards; and any other material that the Executive Committee shall deem necessary or helpful to the membership.

5. FINANCE COMMITTEE. The Finance Committee shall consist of the Treasurer, the Dean, a member of the Executive Committee, and the Sub-Dean. The Executive Committee shall appoint the Director after nomination by the Dean.

The Finance Committee shall prepare a proposed budget for each fiscal year based upon a fiscal year beginning on July 1. The Committee shall submit the proposed budget no later than the February meeting of the Executive Committee. In addition to the annual budget the Committee shall recommend to the Executive Committee policies for financial responsibility relevant to future years.

(NOTE: Chapters may require the budget to be submitted at an earlier date, although the Finance Committee will need to have accurate membership statistics in order to project income for the upcoming year. The Finance Committee duties may be described more specifically by enumerating responsibilities for specific investment accounts or endowment funds that the Chapter may hold.)

6. HOSPITALITY COMMITTEE. The Hospitality Committee shall be responsible for all social events of the Chapter, making all provisions that the Dean shall deem necessary.

7. MEMBERSHIP COMMITTEE. The Membership Committee, of which the Membership Coordinator or Registrar is Director, shall assist the Membership Coordinator/Registrar in recruiting new members and retaining current members.

8. PROFESSIONAL DEVELOPMENT COMMITTEE. The Professional Development

Committee shall be responsible for developing Chapter policy and furthering the Guild's Mission through providing information to members about job expectations, salary guidelines and any other assistance that enables members and their employers to reach agreement concerning compensation and duties. The Committee shall also develop and nurture relationships with institutions in the community especially regarding ethical and professional dealings with, and conduct of, the Chapter's members. The Committee shall also be responsible for carrying out the policies and procedures set forth in the AGO Code of Ethics, including the Discipline.

9. **PLACEMENT COMMITTEE.** The Placement Committee shall be responsible for maintaining a current list of positions available for church and synagogue musicians, such list to be available to all members by means of personal contact with the Director of the Committee. The Committee shall make announcements of such positions as appropriate, including publishing them in the Chapter Newsletter with the institution name, contact person's name and number, title or position, salary and benefits, and all other pertinent information available.

10. **PROGRAM COMMITTEE.** The Program Committee, of which the Sub-Dean shall be the Director, shall be responsible for all programming in the Chapter, including but not limited to recitals, concerts, lectures or other special presentations. This Committee shall be responsible for proposing a program calendar and budget to the Finance Committee and Executive Committee. This Committee shall also be responsible for carrying out appropriate logistics and making all arrangements to ensure the smooth coordination of Chapter events.

11. **REPORTER.** The Reporter shall gather information about the Chapter and its activities and events each month and forward such information to National Headquarters for publication in THE AMERICAN ORGANIST, and such other reporting as may be deemed necessary by the Executive Committee.

12. **SUBSCRIPTION SERIES COMMITTEE.** The Subscription Series is an annual cycle of programs consisting of special concerts, recitals and lectures, support for which derives from Chapter solicitation of funding other than the Chapter portion of AGO dues. The Subscription Series Committee shall be responsible for soliciting and gathering in funds to underwrite the Subscription Series. All monies collected through solicitation by the Subscription Series Committee shall be turned over to the Treasurer, who will first handle all settlements for payments concerning fund-raising expenses, then record the total proceeds as a credit to the Subscription Series. The Subscription Series Committee shall be responsible for mailing the Subscription Series brochure as prepared by the Program Committee, as well as obtaining and maintaining the mailing list for the Subscription Series. The Subscription Series Committee Director shall also maintain a roster of all contributors to the Subscription Series and see that the names are published in the printed program of each event of the Series.

13. **INFORMATION TECHNOLOGY COMMITTEE.** The Information Technology Committee, of which the Webmaster is the Director, shall be responsible for all aspects of the Chapter's presence on the World Wide Web, especially the maintenance of the Chapter Web site.

The Committee shall also be responsible for coordination of Chapter needs for audiovisual equipment, computer hardware or software and any other equipment or technology needed by the Chapter to carry out its activities. The Information Technology Committee shall also advise the Executive Committee on matters of Information Technology, including but not limited to acquisition or lease of computer or audiovisual equipment, purchase of software, Web site policy, or any other technology-related matter than may affect the Chapter.

SECTION IX. AMENDMENTS TO OPERATING PROCEDURES. Following adoption by the Executive Committee and approval by the Chapter membership, the Regional Councillor, and the national Vice President, these OPERATING PROCEDURES and any provision thereof may be amended at any time by action of the Executive Committee. A majority of votes cast shall be sufficient to amend any provision of or add to these OPERATING PROCEDURES. Any amendment or addition thereto shall be included in this document and added in numerical sequence in order of enactment, complete with the date of such enactment.

(NOTE: Amendment of policies governing Chapter elections requires a vote of the Chapter membership, Chapter procedures being parallel to and in keeping with the rules governing national elections in National Bylaws (Article VI, Section 1): "All Bylaws of the Guild shall be subject to alteration or repeal, or new bylaws adopted, by the affirmative vote of two-thirds of the National Council at any meeting of the National Council. If any Bylaw regulating the number of members or method of electing the National Council is adopted, amended, or repealed by the National Council, such Bylaws must be approved by vote of the Members.")

WHEREFORE, we, the undersigned members of the Executive Committee of the (name of Chapter) of the American Guild of Organists, do hereby adopt the above and foregoing OPERATING PROCEDURES to govern the (name of Chapter) of the American Guild of Organists, the first day and date mentioned above.

Dean Date

Secretary Date

Treasurer Date

The italicized comments in the text are for clarification, and are not to be included in actual operating procedures.

CHAPTER NEWSLETTERS

Most AGO chapters regularly publish a newsletter to keep members informed of upcoming events, circulate information about chapter activities and leadership, and provide job postings. Many software programs provide newsletter templates, but a basic word-processing program can also render a very effective newsletter. Many chapters develop a logo for the newsletter's front page. AGO Headquarters provides downloadable images of the AGO logo on its website - in the Official Documents Section - or you may request a logo sheet from the national office.

A chapter's newsletter may contain any or all of the following:

- upcoming meeting announcement with detailed information
- follow-up reports on past meetings
- dean's column
- notes from other officers
- committee reports, project announcements, etc.
- job placement information and/or substitute referrals
- AGO national news
- messages from your regional councillor and/or district convener
- messages from your regional coordinators for education and professional concerns
- calendar of local performances
- "who to contact" information
- election information
- names of current officers with contact information
- paid advertising (to underwrite production costs)
- regional and national convention information
- radio and television programs of interest to members
- interviews with members or visiting artists
- "Welcome" to new members
- "Dear Abby" column for organists, choirmasters, or teachers
- editorials
- special monthly features (e.g., clergy section, puzzle, or contest)
- newsletter editor's name, deadline date, and mailing address
- chapter directory corrections and additions
- membership renewal information

Be sure that each issue includes the date, your chapter's name, city, state, and the dean's name, address, and phone number.

Put the National President, Executive Director, regional councillor, and regional coordinators for education and professional development on your mailing list. This helps them keep in touch with concerns, ideas, and events at the local level. The President's and regional councillors' addresses are published each month in TAO; the Executive Director's copy may be sent directly to National Headquarters.

From time to time you may also receive camera-ready articles and notices from Headquarters for reproduction in your newsletter. If you use bulk mail, you will need to check current postal regulations regarding the inclusion of flyers promoting non-chapter events and paid advertisements.

If you are just starting a newsletter (or need fresh ideas), Headquarters will send you several recent issues from other chapters.

Some chapters distribute their newsletters electronically by e-mailing the publication to members or posting the newsletter on a web site and e-mailing members the web address to access the newsletter online.

CHAPTER WEB SITES

Many chapters have Web sites which include much of the information a newsletter covers, as well as providing links to other chapter Web sites or sites of interest to AGO members. National Headquarters has established a new service by offering free Web site hosting to each of its local chapters. This service is provided at no cost to all AGO chapters, including those that already have existing Web sites. Every AGO chapter, regardless of its size or financial resources, can have its own Web site and unique Internet address through the official Web site of AGO National Headquarters.

This service enables each chapter to create and update its own Web page in accordance with a standardized template. Each chapter has full control over the content of the page. With the Internet becoming an ever-increasing and preferred method to disseminate news and information, the AGO's commitment to its local chapters by providing this valuable new service demonstrates the national organization's support of its local affiliates and their communications.

To take advantage of the Web hosting service, contact the National Office, 212-870-2310 or <info@agohq.org>.

MAILING LISTS AND MAILING PERMITS

MAILING LISTS

LOCAL MAILING LISTS

Every chapter should develop its own mailing list of members, individuals, and businesses who are interested in receiving regular and special mailings from the chapter. It is essential to computerize your list in order to make changes and additions easily, as well as to produce labels quickly. Your chapter may also wish to develop an e-mail list to send messages quickly at no cost.

Your local mailing list might include the following:

- * chapter members - membership category may be designated
- * music businesses - for publicity and for soliciting contributions and/or advertisements in chapter publications
- * media - for publicity about chapter programs or chapter news of public interest (see "Program Publicity" for more information)
- * benefactors - contributors of financial or in-kind support
- * general public - include local institutions (especially libraries and other public "bulletin board" locales) as well as interested individuals
- * AGO officials - regional coordinators for education and professional development, other area chapter deans, etc.

A potential source of revenue for a chapter is rental of its mailing list. Normally, such service is provided in the form of a printout on pressure-sensitive labels, for one-time use only. The list may also be provided electronically. Each chapter is responsible for its own mailing list rental policy, including fees charged, who may rent the list, etc. So that those on your list are not bothered by inappropriate mail, the chapter may require approval of the material to be sent before renting its mailing list to others.

NATIONAL AGO MAILING LISTS

The AGO may make its mailing lists available to members and other organizations as a service to the organ/choral music community. Please use the following guidelines when requesting use of the list.

Basic Policy: AGO membership lists are available to members, chapters, other non-profit organizations, and TAO advertisers only for promotion of events and services of interest and benefit to Guild members in the organ and choral music field. Qualifying events ordinarily include concerts, recitals, lectures, workshops, courses of study, AGO conventions, and chapter events. Each request for use of Guild mailing lists must be approved by the Executive Director. Lists are released in label and electronic formats for one-time use only, and may not be reproduced or used for purposes other than those approved.

Procedure for requesting use of AGO lists: The AGO has contracted with an outside company named INFOCUS to handle all mailing list sales. The AGO sales representative at INFOCUS is Cici Schmidgall. She can be reached at 1-800-708-LIST, ext. 3250. The INFOCUS Web site is <www.infocuslists.com>. If you have any questions not addressed on the INFOCUS Web site, please contact Jennifer Madden, Director of Membership and Administration at AGO National Headquarters, 212-870-2311, ext. 4304. <jem@agohq.org>.

MAILING PERMITS

The United States Postal Service makes available a **third-class bulk mailing permit** to organizations that send large quantities (over 200 copies) of uniform mailings at any one time. Sending your newsletters and other mass communications by bulk mail can save a considerable amount of money.

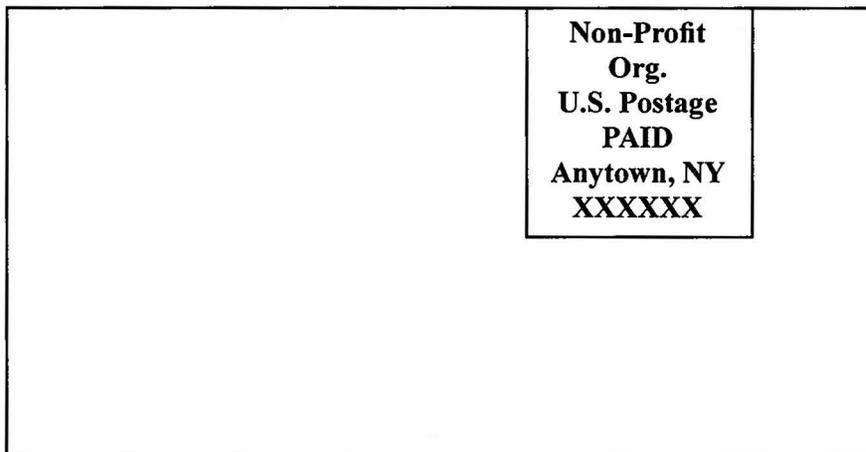
The following are some pertinent facts regarding bulk mailing permits for AGO chapters. For more information or any specific questions, contact your local postmaster.

1. AGO chapters are eligible to apply for a **not-for-profit** bulk mailing permit, as subordinate units of a national, not-for-profit organization.
2. The United States Postal Service can provide you with **Publication 49**, which outlines the procedures for bulk mailing.
3. The fee to own and maintain a bulk permit account is \$150 per year, with an initial application fee of \$150.
4. To qualify for use of a bulk permit account, mailings must consist of at least 200 identical pieces of mail. If your mailings are smaller, consider sending your newsletters to non-members (such as the churches and synagogues in the area). You may save money by adding names and paying the bulk rate.
5. A chapter with a bulk permit can mail from only one post office branch, designated at the time of application. That designated branch can be changed upon later application.
6. In the application process, certain documentation is required, such as chapter financial statements and proof of IRS tax exemption. National Headquarters will assist any chapter with certification of tax-exempt status, as required (see Section VI). The application for the permit also requires the chapter to submit some examples of pieces to be mailed in bulk.
7. A chapter may use a church's mailing permit as long as the mail piece indicates joint

sponsorship of the program. This is a sensitive area in which postal requirements must be carefully observed so as not to jeopardize the church's mailing permit. Consult your local postmaster.

8. Once a bulk account is set up, it works like any other account. The chapter makes deposits to the account and the Post Office deducts the amount of postage used for each mailing. The Post Office does not extend credit, so a chapter must be sure that there is enough money in the account to cover each mailing.
9. When an application is approved, the Postal Service assigns a permit number. This number should be used to make a mailing indicia (see below) to be printed in lieu of postage stamps on all pieces that will be bulk mailed.

Example of postage indicia:



☞ Your Chapter's permit number goes here. (XXXXXX)

You may wish to inquire about using **second-class mail**, which is for print items sold on a subscription basis. The United States Postal Service may require that you write your annual membership renewal form to include a "newsletter subscription" as part of the total dues. You can check details at the post office at which you have your third-class permit.

First-class pre-sorted service is limited to groups that mail at least 500 identical pieces at a time. It requires a permit, a fee of \$75 annually, and pre-sorting of all pieces.

CHAPTER YEARBOOKS AND DIRECTORIES

Most chapters publish annual membership directories or yearbooks that include lists of local, state, regional, and national officers with their addresses and phone numbers, as well as detailed member contact information (work, church, and home phone numbers). Be sure to indicate the area code of your membership so that those from other areas can use the information. Formats range from pocket size to large, bound booklets. They may be duplicated inexpensively or professionally typeset. Whatever the format, the yearbook should include a statement that identifies your chapter as part of a national organization.

To offset production costs, many chapters solicit advertisements from commercial firms, reproduce members' professional cards, or publicize concert series in their yearbook.

A yearbook might also include the following:

- a summary of the year's program events
- members' membership categories (regular, special, partner, student, dual, chapter friend)
- members' position descriptions (organist, choir director)
- chapter committee personnel
- list of substitutes (and compensation guidelines)
- compensation guidelines for your area
- list of past deans
- blank space for adding new member information
- a list of local, state, and regional officials
- a list of national officers
- a description of the Guild
- Guild purposes (see Section I)
- AGO Code of Ethics and Code of Professional Standards (see Section I)

Print enough copies to distribute to your members, new members throughout the year, advertisers, district convener, regional councillor, regional education coordinator, regional professional development coordinator, and National Headquarters.

Keep your yearbook up to date by regularly printing new member information and corrections in your chapter newsletter.

PROGRAMMING RESOURCES AND GUIDELINES

Successful programming results from an organized, broadly focused response to the needs of the membership. The first step is to consult your members for their ideas and needs. Additional inspiration can be found in the “Chapter News” section of THE AMERICAN ORGANIST, where other chapters share what they have done. Program committees should balance the types and topics of programs, so that an interesting blend of information, education, and entertainment satisfies the needs of your members and your community. Chapters should recognize the diversity of AGO membership and the community when scheduling recitalists and designing programs.

The AGO is classified by the Internal Revenue Service as a 501(c)(3) organization. This designation means more than exemption from federal income tax. It means that the Guild is recognized as an organization that provides a needed service to the community. To uphold AGO’s part of the covenant, chapters should work to meet the needs of their communities.

ARRANGEMENTS

In order to execute each program thoughtfully, carefully, and graciously, attention must be paid to logistics.

1. Determine the cost to the chapter (rental of space, custodian’s fees, fees of the program presenters; cost of program aids such as programs, handouts, and audiovisual equipment; postage, copying, and telephone expenses for publicity) and budget for these expenses. A blank worksheet for planning an event budget is included in this chapter.
2. Finalize the time, place, and meal arrangements (including the cost to the individual members, reservation procedures and deadlines, and the number of complimentary meals, if any) well in advance of the event. Take care that the facilities are accessible to all in terms of uniform access for the disabled regardless of whether the chapter is holding a private function or a more publicly sponsored AGO event.
3. Arrange for the set-up of equipment, including projectors, amplification systems, and video or audio playback equipment.
4. Arrange for on-site personnel (page turners, registrars, greeters, ticket takers and sellers, audiovisual assistants and ushers).
5. Provide hospitality for guest presenters (accommodations, social involvement, transportation, adequate and comfortable practice arrangements).

PROGRAM FORMATS

There are several different types of chapter meetings, depending on the type of program and the agenda to be covered. What follows is a listing of some general types of meetings with a few of the options available for their presentation.

1. Regular Chapter Meetings

These are usually held on a regular basis from September through June. There is no national requirement that a chapter hold monthly meetings. Schedule as many meetings as your chapter needs and can afford. They should be scheduled well in advance, so that members will be able to make other commitments without conflicts, and at times that as many people as possible may attend.

Refreshments play an important role in the social aspect of meetings. Time should be allowed before and/or after the meeting for members to socialize and talk shop. Something as simple as coffee and doughnuts will encourage them to mingle, building a sense of community within the chapter. Other ways to offer food include potluck dinners, catered parties, and the popular organist-clergy dinners.

Even in small chapters, members are not always familiar with one another. Name tags should be part of every meeting, and time should be taken to introduce new members.

The program should be the focus. Usually there is a certain amount of chapter business to be conducted (reports from the treasurer, announcements, votes on specific issues), and this may be combined with another component, such as a film, recital, speaker, workshop, or other educational forum to create interest in the event. While a business-only meeting should be a rarity, in reality most chapters separate business sessions from outreach functions.

There are a wide range of programs appropriate for a chapter meeting. Here are a few:

recital	repertoire sharing session
lecture-recital	organ crawl
lecture-demonstration	competition
Guild service	tour of organ shop or other business
choir or hymn festival	recognition of group or individual
master class	colloquium
workshop	conference
panel discussion or debate	symposium
mock wedding	handbell workshop
audiovisual presentation	choral conducting workshop
repertoire reading session	

2. Recital Series

Sponsoring a recital series can serve several purposes: admissions or voluntary contributions can help support the chapter or pay for the programs; individual performers of note may be showcased; the chapter can use the public forum to raise community awareness of the Guild's work and the cultural heritage of organ and choral music.

Recitals may be scheduled at regular times and places - for example, every other Thursday at noon at "ABC Unitarian Church." Depending on the recitalists available, the chapter's sponsorship may provide the continuity for the series. You can choose to feature local

member artists, or you may wish to invite visiting artists to attract broader community interest.

Some chapters have found it advantageous to sponsor their series jointly with a church, a school, other chapters and/or other arts organizations to gain more publicity and to develop stronger ties with these groups.

Funding for a recital can come from a number of sources: local foundations, local or state arts councils, private patrons (who should be listed in the program), businesses that place ads in the program, and sale of season tickets. A little research can bring results that will expand your recital possibilities enormously.

3. Educational Series

The Guild is officially recognized by the federal government as an educational organization. The goal of much chapter activity is to educate its members, that is, to develop their professional abilities and musical knowledge. In addition, each chapter should seek to educate its community regarding the professional status of organists and choral directors, as well as the musical traditions that the Guild represents. Educational programs should be one of the most important aspects of a chapter's schedule.

A number of forums are possible for an educational program. These are a few of the more common varieties:

FOR MEMBERS:

workshops
masterclasses
special courses
mini-course
professional certification preparation
seminars
repertoire sharing

FOR THE PUBLIC:

children's concerts
lectures in schools
public demonstrations in churches
presentations for adult groups:
music clubs
civic organizations
senior citizens' group
nursing homes and hospitals
POE and Pipeworks

These programs can be used for single events or may be offered as classes over several weeks or months, depending on the format.

As with recital series, it is sometimes profitable to sponsor an educational series with the extension or continuing education division of a local college, possibly for credit or continuing education units (CEU's), with other music organizations, with local or regional church bodies, or with an ecumenical group.

FOLLOW-UP ACTIVITIES

I. Evaluations

It is helpful to know how useful or successful particular events have been so that past

mistakes can be avoided and popular topics or speakers can be repeated. Here are some ways to collect this information:

- * Discussions - the entire chapter, the executive committee, or the program committee.
- * Word-of-mouth reports to members of the executive and program committees.
- * Questionnaires handed out at individual programs or recitals.
- * Year-end questionnaires.
- * Reviewing attendance records from each event.

2. Post-Program Publicity

In conjunction with the above, always do post-program publicity by means of a review, or at least an announcement, for the chapter newsletter and national journals (especially the Chapter News of THE AMERICAN ORGANIST Magazine).

PROGRAM PUBLICITY

By David Vogels, CAGO

One way to make your local community aware of the work and purposes of the Guild is by publicizing chapter events that are open to the public. Even if they cannot attend, those reading the publicity will know that there is an active AGO chapter in the community, which draws attention to our profession and can attract new members.

Clear and concise publicity will add immeasurably to the success of your programs. Concerts and other events can serve as fund raisers for the chapter. The success of these activities depends on effective communication with your potential audience.

CHAPTER MEDIA BOOK

One efficient way to keep track of the publications, radio stations, and television stations in your area is to assemble a chapter media book. Your media book should include contact information for each publication or station, their deadlines, how large their audience and where located, frequency of publication, etc.

The following are some guidelines for conducting publicity and media relations and for developing your own Chapter Media Book:

1. It is most effective to have one or two members who have the time and skills to take responsibility for the chapter's public relations effort; they will provide valuable continuity in contacts with the press.
2. Keep an up-to-date, effective press list, including the following:
 - * radio and TV stations in the area
 - * local newspapers and magazines
 - * local arts calendars
 - * local Chamber of Commerce events listings
 - * publications with a special link to the program or performer (faculty member of a local college, for example)
 - * national professional journals
 - * other regional and national publications
 - * church bulletins, newsletters, and area church periodicals
 - * web sites

Each listing should include the name of a specific contact person. At larger newspapers and magazines, there may be several contacts - Arts, Religion, Community Organization News, Calendar section, etc. A copy of your release should be sent to each one of these people, as appropriate.

3. Contact the individuals on the list to determine their deadlines, the types of information they will be able to use, and the format they prefer for submission of news items. Much frustration about not being included in the listings of events comes from submitting information too late to make the deadline.

4. Inform the media contacts by means of a brief, clear, and factual press release about all activities and meetings of the chapter and about other events in the organ and choral field. Obviously, not all activities will merit the same coverage. A routine meeting may be listed in an activities or organizations column. The chapter's recital series or a visiting artist or speaker might merit a feature story. Other features can be developed to highlight major activities such as membership drives, choral festivals, etc. Remember that any story must be made interesting to a **general** audience.
5. Having sent out your press releases and any other pertinent materials (see numbers 6 and 7 below), allow two or three days for postal delivery and **call each of the media contacts to see if they are interested in using your material**. This contact can swing an editor's attention toward your chapter's activities and helps to foster a good working relationship between the AGO and the local media. **Persuasive use of the telephone is an invaluable tool in successful public relations**.
6. For print media, do not forget photographs. You can often gain space for a story if you provide a clear, interesting (usually black-and-white) action photograph (preferable to posed pictures). Have a competent photographer available at each chapter event to take candid shots of performers, speakers, audiences, organ crawls, etc. Show the AGO at work.
7. For broadcast media, remember that all U.S. stations devote a certain amount of time to public service. This includes public service announcements and calendars of community events. Investigate cable and public access channels, as well as the local commercial stations. It is important to check with each station to find out how and when to provide information about the chapter's events. If you're targeting a local radio station, radio station personality, or music critic, you may wish to send a CD recording along with your publicity materials.

PRESS RELEASES

One widely used medium for public relations is the **press release**. A short, concisely written announcement of the chapter event (possibly including a brief description of the Guild and its functions) should be sent to the various media outlets in your community several weeks before the event. It is important that you know the deadline for each organization - usually one to two weeks ahead of time for radio or TV stations and as long as four or five weeks for local magazines. Equally important is knowing to whom the release should be sent. Getting the information into the hands of the correct editor the first time makes all the difference.

Utilize the media (newspapers, magazines, radio and TV stations, college and institutional publications, etc.) to inform the general public about the AGO and its local activities in the organ and choral fields. You have something of cultural interest to give to the community, and the local media are looking for stories of interest to their audience. With organization, attention to detail, and diligent follow-up, you can launch your own successful chapter public relations campaign.

OTHER AVENUES FOR PUBLICITY

In many areas, the local AGO chapter is the focus of organ and choral activities. As a result, it may be possible to draw on the resources and contacts of the membership to establish a community calendar of events sponsored by the chapter, churches, and schools. Such a calendar can be used to avoid scheduling conflicts that reduce everyone's audience and support, and can serve as a means of communicating with the other performing arts organizations in the area. Once such a calendar is established, it can be widely publicized and distributed.

Use your imagination to invent interesting ways to let your community know that the Guild is alive and well in its midst. Ask your members if they have any ideas, special contacts, etc., to publicize your chapter and its activities. A little creativity goes a long way in publicity, and your chapter is bound to benefit from such an effort.

David Vogels, CAGO, is currently the AGO Councillor for Competitions and New Music and previously served as the AGO National Councillor for Professional Concerns. He has also served as Professional Concerns Coordinator for Region VI and as Dean of the Denver Chapter. He holds degrees in journalism from the University of Missouri and in music literature from the University of Colorado, as well as the CAGO certificate. He is organist at St. John's Episcopal Church in Boulder, Colo., and managing editor of the Journal of Clinical Orthodontics.

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**Southern California Resident Named One of Top Prize Winners
in International Organ Competition**

***Original Composition Contest Aimed at Promoting Increased
Interest in Organ Music***

NEW YORK, NY. (January 21, 2008) — Residents of the United States, Germany and Britain, including a USC graduate living in Carlsbad, CA, walked off with top honors in an original composition competition sponsored recently by The American Guild of Organists (AGO).

The prizewinners were:

- 1st prize: "Ornament of Grace" for organ and violin or oboe written by Bernard Wayne Sanders of Muehlheim, Germany.
- 2nd prize: "Tocatta Duo" for organ and trumpet, flute or violin written by Paul Ayres of Greenford, United Kingdom.
- 3rd prize: "Reach for the Stars" for organ and oboe written by Jon Naples of Carlsbad, California.

The third prizewinner, Jon Naples of Carlsbad, CA attended the University of Southern California (USC), where, in 1995, he earned his Doctorate in Music. Principal teachers were composers Morten Lauridsen and Frank Ticheli under whose tutelage Naples completed numerous projects leading to several composition awards.

As a frequent contributor of new original repertory through commissions from the Millennia Too! ensemble as well as others, Naples' music is frequently heard nationally in churches and music festivals. Twelve original compositions by Jon Naples can be found on his new art song CD: My November Guest. Naples is Director of Sacred Music at St. Margaret Parish in Oceanside, CA.

The AGO has designated 2008-2009 as the International Year of the Organ (IYO). The IYO 2008-2009 is designed to attract new audiences to the organ and lay the groundwork for future events, fund-raising and membership in the AGO. The 2008 event will begin at the national AGO convention in Minneapolis in June and will conclude with the regional conventions in the summer of 2009.

2-2-2

Showcasing the IYO will be an Organ Spectacular, during which an estimated 250 organ concerts will be held throughout the world. The event, scheduled to be held on October 19, will be the world's largest organ concert and will feature the organ in its historic and evolving roles as a solo, accompanying and ensemble instrument. The event also will include a commissioned piece by acclaimed American composer, Stephen Paulus.

As part of this yearlong celebration, the AGO incorporated the idea of holding a Composition Competition and received over three-dozen entrants from around the world. Compositions were received from: California, Connecticut, Florida, Hawaii, Illinois, Kansas, Maryland, Massachusetts, Michigan, Minnesota, Mississippi, Nebraska, New Jersey, New York, North Dakota, Ohio, Oregon, Pennsylvania, Texas, Virginia, Washington, Wisconsin, as well as from Canada, England, and Germany.

The requirements for the competition were to compose an original piece for organ and C instrument, of easy to moderate difficulty, unpublished, and of no more than 5 minutes in length. Mary Beth Bennett, Emma Lou Diemer, and Mark Sedio judged the blind competition.

The first prizewinner, Bernard Wayne Sanders, is a native of DePere, WI and graduate of St. Norbert College. Sanders received his BM degree (Bachelor of Music) in 1979 and pursued graduate study in composition and organ at Wichita State University, which then led to an MM degree (Master of Music) in 1983. Sanders did a postgraduate study in Germany, which earned him a degree in organ performance from the Hochschule für Musik in Hamburg in 1989.

Sanders is a full -time music director at the parishes of St. Gallus and St. Mary's in Tuttlingen, diocesan liaison and an official organ consultant for the Tuttlingen area (Baden -Wuerttemberg). He resides with his wife and two daughters in Muehlheim, Germany.

The second prizewinner, Paul Ayres, was born in London and studied music at Oxford University. Ayres works in London as a freelance composer arranger, choral conductor, musical director, organist and accompanist. His recent commissions include works for the BBC Singers and for the Seattle choir, The Esoterics. Ayres is an assistant director of music at London's St George's Church Hanover Square.

The first prize composition will be published by Concordia and discussed and analyzed on the BinAural Collaborative Hypertext (B.A.C.H.) website. The three prizewinners received monetary prizes from Hal Hinkle, an American financier, musician and patron of the arts.

About AGO/American Guild of Organists

Founded in 1896 as both an educational and service organization, the American Guild of Organists (AGO) sets and maintains high musical standards and promotes understanding and appreciation of all aspects of organ and choral music.

The purpose of the American Guild of Organists is to promote the organ in its historic and evolving roles, to encourage excellence in the performance of organ and choral music, and to provide a forum for mutual support, inspiration, education, and certification of Guild members.

For more information about the AGO, please visit the association's website at <http://www.agohq.org/home.html>.

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Michael Bedner To Receive Lifetime Achievement Award

Santa Monica, Ca., 03/23/07 – Michael Bedner, CEO of Santa Monica, Ca.-based hospitality design firm HBA/Hirsch Bedner Associates, is set to receive the distinguished International Interior Design Association's (IIDA) Lifetime Achievement Award at a sold out black tie gala dinner on March 27th, 2007 at the Beverly Hills Hotel.

With 12 offices and 430 employees worldwide, HBA/Hirsch Bedner Associates ranks 10th on *Interior Design* magazine's list of the Top 100 firms in the country. The firm holds the #1 spot on the "Top 10 in Hospitality Design" list and the #2 spot on the "Top 10 With Foreign Projects" list.

The IIDA is a professional networking and education association with more than 10,000 members in eight specialty forums, nine regions, and more than 30 chapters around the world.

Bedner started the firm in 1964 with his friend and partner, Howard Hirsch. The company started with a focus on hospitality design, then a virtually non-existent industry category, and quickly gained client, and critical acclaim worldwide.

Bedner's vision has been to expand the discipline into a functional art form that continues to evolve. His creative energy and design influence can be seen in hundreds of the finest hotels throughout the world, including: The Beverly Hills Hotel, Beverly Hills, California.; Park Hotel, Chennai, India; The Fullerton, Singapore; Mandarin Oriental, Miami, Florida; St. Regis Hotel, Shanghai; and The Ritz Carlton Millenia, Singapore.

Under Bedner's leadership, HBA has raised the bar in every area of hospitality design and developed extraordinarily strong teams for graphic design and art consultation. He has lectured extensively at institutions in North American and Asia, hosted hospitality design classes conducted through UCLA's Extension program, and set up a Design Competition and Awards Program at UCLA to honor his partner and HBA's co-founder, Howard Hirsch.

Throughout his career, he has remained committed to the three principles on which he and Howard Hirsch based the business: to have fun, learn and grow from every experience and to produce the best design possible for each project.

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For Immediate Release

**WESTERN DENTAL TO PROVIDE FREE SCREENINGS, INFORMATIONAL
LITERATURE AND GIFT PACKS AT FIESTA BROADWAY**

Annual Ethnic Celebration on April 30 Expected to Attract More than 500,000

ORANGE, Calif. (April 26, 2006) – Western Dental Services, Inc., California’s neighborhood dentist and the largest provider of dental services in California, will be a major participant in the City of Los Angeles’ 17th Annual Fiesta Broadway festival celebrating “Cinco de Mayo.” The festival is being held on Sunday, April 30, from 11 a.m. to 6 p.m. in downtown Los Angeles over a 36-square-block area. It is the largest Hispanic event in Los Angeles County, celebrating the city’s rich Latino heritage through a wide array of day-long activities.

As in previous years, dental care professionals from Western Dental will be present to meet and greet attendees and distribute educational literature and gift packs containing a variety of oral care products. The company also will host a “wheel of fun” at its booth where festival attendees can win a number of entertaining and educational prizes.

Free dental screenings will be provided throughout the day, with dentists and support personnel on hand to provide tips on proper brushing and flossing, how to prevent cavities and tooth decay, and ways to ensure healthy gums. Pearly White, Western Dental’s very own live, five-foot-tall tooth mascot also will be at the festival to meet and greet the crowd and pose for photographs.

“We are delighted to participate in Fiesta Broadway and show our company’s appreciation for the ethnically diverse culture of this area and the unique contributions that have been made to Southern California by our Hispanic and Latino friends and neighbors,” said Samuel H. Gruenbaum, president of Western Dental Services. “A number of our offices are located in Hispanic neighborhoods, with bilingual staffs to better serve our patients. We recognize the significance of Cinco de Mayo here and are pleased to support this festival.”

2-2-2

Gruenbaum added that Western Dental's participation in ethnic events like Fiesta Broadway is a way for the company to help promote better oral hygiene among all families, including those in city's large, vibrant Hispanic communities. "Because there is a high incidence of tooth decay and oral disease among our youth in California, we want to make every effort to reach out and educate them and their families on this vital issue," he said.

Western Dental, he noted, has been active for several years in city and county health fairs, school health programs and other community events and ethnic celebrations such as Fiesta Broadway to better educate the public about oral hygiene. "Community outreach is extremely important to us and we are firmly committed to it," he noted.

Headquartered in the city of Orange, Calif., Western Dental Services is one of the nation's leading dental health maintenance organizations. It currently operates more than 190 dental centers throughout California and Arizona.

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THE CHAPTER AS HOST

By Maureen Jais-Mick

Speaking as one who presents programs for a variety of chapter meetings and Guild gatherings each year, I have some observations to share regarding a chapter's responsibilities as host - what the chapter leadership should do when welcoming outsiders to its gatherings (an "outsider" is the evening's speaker, or any new or non-member who is attending).

After chapter representatives contact me to schedule a presentation, sometimes months will go by before I hear from them again. No letter of confirmation is sent. It is not uncommon for the brief, initial contact to have been made by telephone - with a promise of written confirmation that never arrives. Sometimes, I have no record of whom I talked with and no telephone number. Am I committed to them or not? Is it a chapter meeting, a musician-clergy dinner, or a panel discussion? Am I appearing alone or in tandem? Is it a dinner meeting, or do I eat before I arrive?

Some chapters promptly send letters of confirmation and also add my name and address to their mailing lists, so that I receive their newsletters several times before I arrive. This is a great help in familiarizing me with the chapters' activities.

I'm usually invited to speak about some aspect of professional concerns. I always inquire what specific issues the chapter would like to hear about and how long I should speak. Most often, the response is, "We don't care. Whatever you want to talk about. Talk as long as you like." Then, after the meeting, someone will complain, "But why didn't you mention . . . ?" Next day conversation between two members: "So how was the program? Much longer than usual. She spoke for almost an hour."

If I haven't heard from the chapter at least one week before the engagement, I always call to confirm, and to inquire about the number of handouts, samples, or whatever I should bring. If directions to the site haven't been sent, I request that information also. Frequently, it will not occur to the representative of the hosting chapter to inquire if I need newsprint, chalkboard, podium, etc. Sometimes the person with whom I speak volunteers to take care of those items for me. Other times the person promises to look into it, but is not sure what's available.

Arriving at a strange place to meet with unknown people is challenging. On more than one occasion, I've had to try all the doors in the church and education building before locating the correct one - the unmarked entrance all the locals knew about. Being an invited guest, I expect that someone will take the responsibility of introducing me to the folks present. Alas, I've spent many chapter "social" hours forcing my way into conversation groups, introducing myself, and trying to be collegial. At some chapter events, the friendliest folks are the catering staff.

I really appreciate name tags. I used to hope that chapters would use them. Now I request that they do. It's not just me, the outsider, who doesn't know everyone. Other chapter members will say to me, "Do you know the name of that woman in the red dress?" (Yes, she's the dean.)

Public speaking is easy. You wait until you're introduced and then start talking. One chapter presentation wouldn't have happened at all had I waited to be introduced. First, we had refreshments. Then someone from the chapter conducted a brief business meeting. Then someone else made announcements. Then we applauded the person who had provided the refreshments. Then there was silence, and I sat there wondering what was next. More silence. Finally, I cleared my throat and (thinking the next event had been delayed) said, "Would you like me to speak now?" A person to whom I had not been introduced (probably an officer) glared at me and said, "That's what we're waiting for."

When an event is over, it's customary to see one's guests to the door and bid them goodbye. It's also customary, if an honorarium or mileage reimbursement has been agreed upon, to pay your presenter or at least inquire about where payment should be sent. In some chapters it is apparently customary for the evening's special guest to wander around trying to find the treasurer or whoever is responsible for financial arrangements. Sometimes the chapter's steering or executive committee suddenly disappears into a business meeting and I'm left wondering to whom to officially bid adieu.

After the chapter members have departed and driven quickly home, and you, the presenter, have a several-hour drive or commute in front of you, it's especially nice to receive a handwritten thank-you note a few days later.

Things to remember:

- Confirm all arrangements (when, where, what) in writing immediately after speaking to your presenter or performer. Be specific about what you expect the person to do and for how long. Provide contact names and telephone numbers.
- Add the person to your newsletter mailing list for the year.
- Call one week before the event to confirm arrangements and to see what props may be needed for the presentation.
- Be sure the location of the event is clearly marked.
- Assign someone to host the presenter. This person's duties may include dinner before the event.
- Wear name tags at the meeting.
- Assign someone to introduce the presenter.
- Make sure the presenter has been paid or that arrangements for payment have been made.
- Bid the presenter farewell when she/he leaves.
- Follow up with a thank-you note.

Hosting is not an onerous task. Simply treat people as you would like to be treated.

Maureen Jais-Mick is a former Director of the Guild's Professional Relations Committee and a free-lance church musician in the Washington, D.C. area.

EVENT BUDGET WORKSHEET

It is essential to know the cost of each program or event sponsored by a chapter - especially if you plan to ask for support from members, businesses, government agencies, or foundations. Listed below is the information you will need to estimate an event's cost accurately.

EXPENSES

Space rental (may include sexton's or janitor's fees) _____

Equipment rental (risers, sound system, AV equipment, etc.) _____

Food/refreshments

Number of persons: _____ @ \$_____ per person _____

If using caterer, add 18% gratuity for wait staff.) _____

Meals for artist(s) (breakfast, lunch, dinner, etc.) _____

Program

Artist(s)/presenter(s)' fee _____

(If not an all-inclusive fee, include cabs, travel, and housing.) _____

Performance rights fees (paid to ASCAP or BMI) _____

Decorations _____

Liability insurance¹ _____ 0.00

Publicity _____

Graphic design of announcements, posters _____

Printing of announcements, posters, tickets, and programs _____

Postage _____

Publicity materials (press releases, photos, CDs) _____

Photographer for event _____

Complimentary tickets _____

Telephone and fax _____

Miscellaneous _____

Contingency fund (15-20% of total) _____

TOTAL ESTIMATED EXPENSES: _____

¹ Provided by National AGO. See Section VI for details.

INCOME

Ticket sales _____

Advertising in program book _____

Collection at event _____

Donations and grants _____

Indirect gifts² _____

TOTAL ESTIMATED INCOME: _____

2. Indirect gifts include volunteer time, donated use of instruments or concert sites (for instance, churches), refreshments, printing, graphic design - anything that is given. It is important to keep track of indirect gifts. This information can be useful in your public relations and also in securing grants and gifts from other sources.

PROGRAM EVALUATION SURVEY

“SAMPLE CHAPTER,” AMERICAN GUILD OF ORGANISTS Program Survey Example

I. Assessment of Chapter Events

Please indicate your evaluations in the three areas noted, by circling a score from the scale 1-5 (1 being unsatisfactory, 5 being excellent) or 0 (for nonattendance).

EVENT	QUALITY OF PROGRAM	CONTRIBUTION TO YOUR OWN INTERESTS	CONTRIBUTION TO COMMUNITY NEEDS	DIDN'T ATTEND
Sept.-Publicity Planning/Guest Speaker	1 2 3 4 5	1 2 3 4 5	1 2 3 4 5	0
Oct.-Recital/Featured Artist	1 2 3 4 5	1 2 3 4 5	1 2 3 4 5	0
Nov.-Hymn Festival/Session Leader	1 2 3 4 5	1 2 3 4 5	1 2 3 4 5	0
Jan.-Organ and Instruments/Guest Artists	1 2 3 4 5	1 2 3 4 5	1 2 3 4 5	0
Feb.-Guild Service	1 2 3 4 5	1 2 3 4 5	1 2 3 4 5	0
Mar.-Chapter Meeting	1 2 3 4 5	1 2 3 4 5	1 2 3 4 5	0
Apr.-Anthem Accompaniments	1 2 3 4 5	1 2 3 4 5	1 2 3 4 5	0
May-Recital/Guest Artists	1 2 3 4 5	1 2 3 4 5	1 2 3 4 5	0

II. Future Programs

1. Please rate the following program topics according to your own professional interests on a scale of 1-5 (5 being the most appropriate, 4 the next, etc.).

- recitals by guest artists
- recitals by chapter members
- Guild service
- organ playing/repertory workshops
- organ building and design programs

- organ and instruments programs
- choral music reading/workshops
- choral concerts
- professional development programs

2. Please rate the following program topics according to your view of the needs of the community (scale as above).

- recitals by guest artists
- recitals by chapter members
- Guild Service
- organ playing/repertory workshops
- organ building and design programs

- organ and instruments programs
- choral music reading/workshops
- choral concerts
- professional development programs

3. What evening is best for you to attend Chapter events? _____

What evening is worst for you to attend? _____

4. Did you receive a Chapter Yearbook? Yes No
(If no, and you would like to receive one, fill out the name and address blank below.)

5. What is the most important and worthwhile single goal that the "Sample Chapter" should strive to accomplish, in your view?

6. What has the Chapter failed to do that it should have done, in the last several years?

7. Are you currently a member of the "Sample Chapter?" Yes No

III. Optional

NAME: _____

STREET: _____

CITY, STATE, ZIP: _____

SPECIAL EVENTS

There are a number of special occasions that can be used to create a special chapter event.

Anniversaries. These can include the recognition of composers' birth or death dates, as well as those of others who have made major contributions to the profession. You may find it appropriate to present a recital featuring the composer's works, or sponsor a local festival with another community music group.

Other anniversaries to keep in mind are those of your chapter's inception (for example, a 25th or 50th year of existence), or perhaps a milestone anniversary of a particular member (again, 10, 25, or 50 years of membership in the AGO and/or the chapter). You can plan a simple party or a grand, catered dinner to celebrate. When honoring AGO anniversaries, consider inviting an AGO official to speak. Contact your district convener, regional councillor, or the Executive Director to see if they are available to visit for these special events. National officers will want to mark the occasion with a letter of congratulations if they cannot attend the actual event. Please notify them at least six weeks in advance to be sure that they are able to write and send such a letter in time for your celebration.

Honors. There are many individuals and institutions deserving local recognition for their contribution to the arts. The honor need not be limited to a member or a group affiliated with the AGO. For example, your community may be home to a composer with a history of publishing nationally recognized works, or perhaps there is a member of the clergy who has made major strides to communicate the importance of the place of the professional musician among fellow clergy. If you are home to a symphony orchestra, its conductor may be someone who should be welcomed into the Guild.

An honor can be a way of officially saying "thank you" to an individual or an institution. You may have a member who has for years contributed to the success of the chapter through the donation of time, talent, and energy; the chapter might want to specially recognize him or her upon retirement. The possibilities in this area are plentiful - be sure to ask the members of your program and executive committees if they know of any special occasions that the chapter should commemorate.

NEW MUSIC COMMISSIONS

By Philip Brunelle

Commissioning music is a marvelous experience - the thrill of having something written especially for you is like ordering your own tailored ensemble of clothes. In all of life's musical presentations, there is nothing that can compare with the joy of presenting a commissioned work. In the specific instance of an AGO Chapter, the "world premiere" of a piece commissioned from a local (and perhaps overlooked) composer can stir interest and provide an incomparable source of enthusiasm for both the chapter members and the community at large. Why, then, is not more music commissioned?

There are several misconceptions about commissioning new music that prevent many people from considering it as a viable option. First, there is the matter of money. Many people believe that all commissions cost tons of money, and that the small amount they have to offer would not be acceptable. **THIS IS NOT TRUE.** The range in pay scale for a commission can vary from a few dollars to many thousands. The commissions we most frequently hear about are the large symphonic and operatic commissions - works that engage a composer in months (and even years) of activity. Commissions within reach of a chapter would not normally be of such scope. Composers are anxious to write, and will welcome the opportunity to create a piece for which there is a "certain market," taking into account the needs and resources of the patron. Of course, a well-established composer will have a more settled idea about what should be charged, but generally speaking, the fee is likely to be proportionate to the composer's reputation in the music world.

Another misconception regarding commissions is that the commissioning body has no say in the matter of what will be written. **THIS IS NOT TRUE.** Once you have agreed upon a composer (this includes knowing the style of music that composer writes and having some idea of what you want the composer to create), talk with the composer about your idea. Discuss the fee you can pay (many composers use a fee scale based on each minute of music composed), and whether or not the cost of copying is the responsibility of the composer or the commissioner. In some instances the commission fee includes the copy costs, while other times this is a separate item. Explain the occasion prompting the work (the chapter's anniversary, honoring a special member, etc.), ideas on the text, the size of the performing forces (choir a cappella, or choir with instruments and which ones, etc.). This kind of information is helpful to composers and gives them the guidelines needed to think about the work. It may be that you are not sure about some of these details and will want the composer's advice - that is fine. Remember, as the commissioner, you are in the driver's seat: make sure you and the composer understand each other. This is simple communication, but immensely important. Once you have this understanding, the composer can go to work.

Be sure that the composer hears your choir or the performer(s) for which he/she is writing. This may not always be possible, and a tape may have to suffice, but it is most important. Only in this way can the composer judge the level of accomplishment of your group, hear its strengths, and capitalize on them. An overly difficult piece, or one that highlights the weakest points of its

intended performers, will do nothing to advance the reputation of either the composer or the chapter.

Agree on a date for delivery. The composer may want to go over the work with you prior to submitting it in final form to get your opinion - some do, some don't. Some are very prompt with their work, some are a bit tardy, and some are horribly late. Be prepared! With the arrival of the commission, you must determine how you are going to get copies to the performers. In some instances, you need only decide whether the manuscript is legible enough to be copied as is, while sometimes the music will have to be given to a third party for computer setting. If there is any question about its legibility (and time to rehearse is always limited), it is highly recommended that you have the work printed via a computer music notation program.

Now you are ready to rehearse the work. If at all possible, get the composer's thoughts on the work before you begin; perhaps the two of you can play it through together. If this isn't possible, communication by phone or letter is essential. Rehearsals can now begin! If your group has never been involved in a premiere before, help them to sense the uniqueness and thrill of the occasion; many volunteers have trouble seeing what the outcome will be and need your support . . . and not all of the notes may be learned at the first rehearsal! If the composer lives in town and wants to attend rehearsals, you may want to have several weeks with the new material alone before inviting your special guest - that way you can get some of the notechasing taken care of, and the composer can listen to interpretive things rather than wayward pitches.

Finally, the premiere is here! Make it a thrilling moment - do all you can to involve the congregation or audience in the sense of the occasion. If the composer is in attendance, welcome him or her and, if you desire, have the composer say a few words. If it is an anthem for a service, let me make a suggestion: immediately after the service, have the choir return to the loft, and invite the congregation to remain for a second hearing. We all know that it takes more than one hearing for us to grasp a new thing - and how true this is for the audience. It makes for a welcome beginning in the life of a new work: you have experienced one of life's musical riches!

You may not want to coordinate a mass commissioning project like the one described here, but this story may give you ideas about how to start your own chapter commission. This is the sort of project that benefits from brainstorming with the members of the executive or program committee - once the concept takes hold, you will be surprised by the range of ideas that will be unleashed!

In 1980, when the AGO held its National Convention in Minneapolis-St. Paul, I suggested having each church in the immediate area, large and small, commission an anthem to be performed in its own service on the Sunday preceding the Convention. We decided on a fee of \$300 - a modest amount that we felt each interested church could raise, one that would not be prohibitive for any church choir. It was our plan to pay each composer \$200 and use the remaining \$100 to copy each of the commissioned anthems and publish them as a bound set - each choir receiving a copy of the anthology for every choir member.

We wrote to all the composers residing in the Minneapolis-St. Paul area (the Minnesota Composers Forum helped us to compile an excellent list). The commission project was explained to them - the occasion that prompted the project, the modest amount of the commission (which would be the same for all), the printing of the anthology, and that after the premiere each composer was free to have the anthem published in octavo if a publisher could be found. The response was overwhelming - more than 40 composers expressed a desire to be included.

Twenty-nine churches ultimately participated in the project, representing small congregations as well as downtown cathedrals. The money was raised by private donations, by bake sales, by car washes . . . a host of ways that all helped the choir members become part of the commissioning process.

The American Composers Forum, based in St. Paul, Minnesota has developed a helpful tool kit for anyone wishing to commission a composer or initiate a composer residency. The Forum has broad experience working with composers of all musical styles and genres, and welcomes inquiries for assistance and guidance. The tool kit is available through their website at <www.composersforum.org>. You may also request a copy by calling them at 651-228-1407, or writing to the American Composers Forum, 332 Minnesota Street, Suite E-145, St. Paul, MN 55101.

The New York-based organization “Meet the Composer” makes available a useful pamphlet called “Commissioning Music: A Basic Guide” that you may find helpful in initiating your own commissioning project. You can download this free document at <www.meetthecomposer.org> or request copies of this free pamphlet from Meet the Composer, 90 John Street, Suite 312, New York, NY 10038 (212-645-6949).

I hope this information will inspire and encourage you to attempt your own chapter commission. With a little care and the understanding that it need not be an overwhelming project, the rewards for your chapter (and the composer) can be tremendous.

Philip Brunelle is Founder and Artistic Director of VocalEssence, formerly the Plymouth Music Series of Minnesota. He is also Organist-Choirmaster at Plymouth Congregational Church, Minneapolis, and is known nationally and internationally as a conductor, choral scholar, and organist. He records for Virgin Classics, Angel/EMI, Collins Classics and VocalEssence.

LOCAL CHAPTER COMPETITIONS

Your chapter may choose to hold a local competition, apart from RCYO, for local recognition only. Each chapter is responsible for devising rules to govern its own competition. Competitions can stimulate community interest in the organ, and also introduce students and new organists to your chapter and the Guild.

You will need to form a competition committee. Its duties include making all arrangements for the competition (practice times, page turners, selecting an appropriate instrument, appointing judges, etc.) and overseeing its execution. This committee, in conjunction with the chapter executive committee, can also determine what awards will be made to the winner(s) and how they will be awarded. Will the prize money be split if the judges recommend it? Will the chapter present the award the day of the competition, or wait to do so in front of the general membership?

The executive committee may elect to establish a scholarship fund to finance the competition. Such a fund may be used to award prizes directly to the contestants, or scholarship awards may be paid to a school, college, or private instructor to encourage students to continue their development within the profession.

MATTERS TO DECIDE FOR CHAPTER COMPETITIONS

1. Who is eligible? Eligibility may be by school grade level and/or age, for example.
2. Must the contestant be a member of your chapter, or a student of a chapter member, or will the competition be open?
3. The number and difficulty of the pieces to be played (for example, a Bach work and one work from either the 19th- or 20th-century repertoire). Maximum and minimum performance time should be determined.
4. Items on which contestants will be judged (registration, performance style, tempi, etc.) and the relative importance of each item.
5. To whom the scholarship award will be paid:
 - a) winning contestant
 - b) school
 - c) college
 - d) university
 - e) private instructor
6. Restrictions on previous winners entering the competition.
7. Provision of scores for the judges by the contestants in accordance with copyright laws. As

noted in the AGO's "Official Rules Governing the 2005 Regional Competitions for Young Organists," D.: *The use of photocopied or other illegally reproduced copyrighted scores is prohibited, and will disqualify any competitor from participation in the competition. (Exceptions to this rule apply only to reductions and to pages duplicated for the purpose of facilitating page turns.)*

8. Preparation of application forms. Include a statement that each contestant must return the form to the chapter competition director by (date), accompanied by a registration fee of (amount), with a check made payable to (your chapter name).
9. Amount of practice time permitted on the competition instrument. Contact person for practice time and person to send organ specifications to each candidate.
10. Date and time of the competition (should be announced well in advance of the actual event).

For additional guidance in setting up a local competition, refer to the rules for the Regional Competition for Young Organists and National Young Artists Competition in Organ Performance, available from National Headquarters.

REGIONAL COMPETITIONS

If your chapter is interested in hosting a regional competition, contact your Regional Councillor or the National AGO Office.

CONVENTIONS

Conventions provide a forum for education, socializing, and communication within the organization. Opportunities for informal exchange of interests, ideas, and mutual support, combined with seminars on professional issues, performance, liturgics, and other topics make these gatherings an important aspect of Guild life. Sponsoring a regional convention can also prove to be an excellent way to energize a chapter.

The Guild regularly schedules two types of conventions: a large national convention, held during the summer of even-numbered years, and nine smaller regional conventions, scheduled during the summer of odd-numbered years. Both are produced with the indispensable assistance of local chapters. National conventions are run under the aegis of the National Council, while regional conventions are entrusted to a sponsoring chapter with the advice and approval of the appropriate regional councillor.

If you are interested in sponsoring a regional convention, contact your regional councillor. He or she is responsible for submitting a recommendation to the Regional Convention Committee four years prior to the convention date. Procedures for site selection vary from region to region, so it is best to contact your regional councillor directly for details as soon as you feel there is an interest in sponsoring a regional convention in your chapter.

If you are considering hosting a national convention, you should contact the National Convention Committee through the National Headquarters office in New York.

Official Guidelines and Procedures for hosting national and regional conventions are available from AGO Headquarters upon request.

In addition to these nationally recognized events, you may consider producing a “mini-convention” for all the chapters in your district or local area. Your regional councillor and district convener will be able to help you plan such an event.

DUTIES OF THE CHAPTER PROFESSIONAL DEVELOPMENT COMMITTEE DIRECTOR

Every AGO chapter is encouraged to establish a professional development committee. The director of that committee may be an elected officer or be appointed by the dean, depending on the chapter's operating procedures. Chapter professional development directors should:

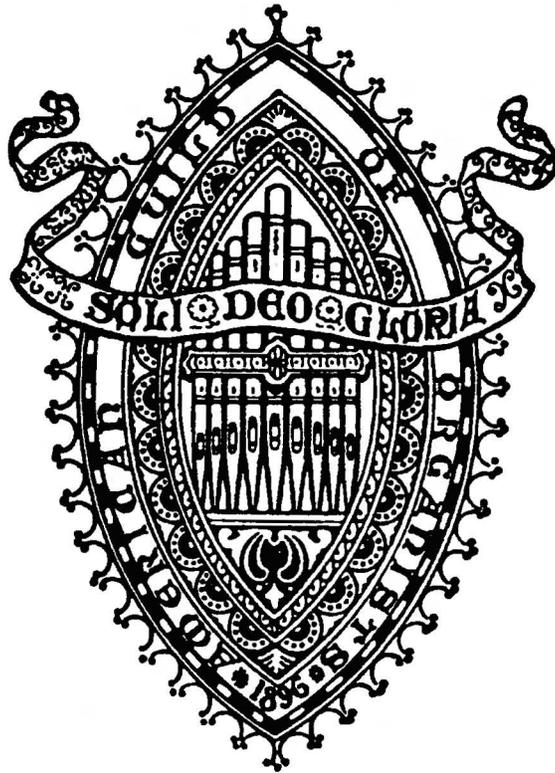
1. Encourage their chapter to be a professional development committee-of-the-whole, so that professional development work is not confined to a few.
2. Order their own copies of professional development publications from Headquarters, and make them available to members as needed.
3. Provide regional coordinators with their name, address, Guild certification, and phone numbers.
4. Be prepared to serve as the contact person for the chapter in grievance and Code of Ethics cases.
5. Report at every chapter meeting, and have at least one chapter meeting yearly devoted to the work of professional development.
6. Get to know and collaborate with the chapter's director for education. Such areas as certification and the Annual Fund are concerns for both.
7. Survey and publish results on topics relating to professional development. Sample surveys are available from regional coordinators.
8. Publish salary and fee guidelines for the benefit of the membership, and conduct seminars on the proper use of such guidelines to engender confidence among the members, and goodwill and mutual support from the employing institutions in the area surveyed by the chapter. It is important that these guidelines be regularly updated.
9. Work with the editor of the chapter newsletter and the chapter directory to be sure that current versions of AGO statements (Code of Ethics, Code of Professional Standards, etc.) are included in chapter publications. The addresses and telephone numbers of National Headquarters, regional councillors, regional coordinators for education and professional development, and district conveners should also be published.
10. Make sure that members are familiar with the AGO Model Contract Provisions (contained in this section). Assist members in entering into contractual agreements with their employers. These contracts should be specific in giving procedures for evaluation of work, resolution of conflict, and dissolution of relationship, including severance pay.

11. Initiate and maintain contact with local churches, schools, and seminaries to promote the development of a musically informed clergy. The national Seminary and Denominational Relations Committee has developed a syllabus and other materials that are useful in this context.
12. Inform members and local churches, chapels, and mortuaries of AGO and chapter policies and fee guidelines for weddings and funerals and/or any other types of activities or events that may also request utilizing an organist.

NOTE: Deans should be sure to pass along to their chapter professional development committee directors any correspondence from National Headquarters or regional offices that pertains to professional development issues.

AGO GRIEVANCE PROCEDURES

Procedures for Dealing with Complaints About Termination



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**COUNCILLOR FOR PROFESSIONAL DEVELOPMENT
W. James Owen, JD, BA**

**Committee on Career Development and Support
Donna B. Wernz, MBA, SPC, Director
Christopher Cook, BM, L.A.C.
Cheryl Lemke
Roy Roberts, BA**

AGO GRIEVANCE PROCEDURES

Approved by the National Council of the AGO on:
October 22, 2007

Effective November 15, 2007
Updated April 19, 2009

I. PURPOSE

A. These *Procedures for Dealing with Complaints about Termination* are not legal proceedings. They are a means to determine if an Institution has wrongfully terminated a Member and, if so, whether there are circumstances under which the Guild shall prohibit its Members from accepting regular or permanent employment by that Institution.

II. GENERAL GUIDELINES

A. Neither party may participate in these Procedures through legal counsel. If either party insists upon involving legal counsel in the Procedures, these Procedures shall be terminated.

B. While an employment contract is recommended, its existence is not necessary to invoke these Procedures.

C. Exceptions to these Procedures may be made at the discretion of the Councillor for Professional Development, in consultation with the Committee on Career Development and Support.

D. Only Members who are grievants may implement the Procedures. A chapter may not implement the Procedures, nor may an Institution. (Disputes between and among Members are resolved through the AGO Discipline. Go to www.agohq.org>Official Guild Documents>Discipline.)

E. It is the duty of the Member to become thoroughly familiar with the Procedures before initiating the Procedures. Any settlement agreement or release must be disclosed to the grievance Committee. Use of these Procedures may conflict with settlement agreements and releases and with prior, concurrent or subsequent litigation and Alternative Dispute Resolution.

F. Prompt action by the Member is advisable. There is nothing to prevent an AGO Member from accepting the grievant's position if a grievance has not been filed. The Procedures should be initiated as soon as possible after termination, but must be submitted within 90 calendar days of the termination.

G. The importance of confidentiality which must be maintained throughout the case cannot be overemphasized. Information gathered must be held in strict confidence. Confidentiality, however, cannot be guaranteed.

H. Evidence of the direct participation of legal counsel in these Procedures by either party will immediately terminate the Procedures. Examples of such participation include letters from attorneys, bringing the attorney to meetings scheduled under the Procedures, and refusing to answer questions on the specified advice of the attorney.

I. Simultaneous litigation does not necessarily terminate the Procedures.

J. In the early stages, the Chapter engages in fact-finding, only. It should never promote the interests of either side or give the appearance of doing so. This is a time for inquiry, not advocacy, regardless of the appearance of the case.

K. Timeliness is essential in implementing and conducting the Procedures. A copy of the Procedures should be sent by the Committee Director to the parties as soon as possible. (The most recent version may be downloaded from the AGO Web site: www.agohq.org.) See sample letters at the end of this document for initial contact with the Institution. In the event that there is no activity involving the National Councillor for Professional Development on a grievance for a period of time exceeding 90 calendar days, the grievance may be dismissed at the National Councillor's discretion with subsequent notice to the Grievant and the appropriate Regional Councillor.

L. If the Committee listed in Step One, Two or Three determines that the case is without merit, the Member may appeal the closing of the Procedures. If that happens, the "case in progress" status applies until the appeal is decided.

M. Critical correspondence should be prepared on chapter letterhead and sent certified mail, return receipt requested with copies kept in the file. Always include the certified mail number on the document (and the file copy) being sent.

N. At Step Three, it is advisable to identify the actual dispute and separate it, if possible, from collateral issues. For example, if the termination is really due to conflicting musical tastes between employee and employer, it may be cause for termination if done under the contract and/or in accordance with local law. It should not be confused with other matters which might have aggravated the conflict, such as lack of communication, insubordination and personality clashes, which may or may not, in and of themselves, also be grounds for termination.

O. Examples of wrongful termination may include (but are not limited to):

- Dismissal inconsistent with the existing employment agreement, the Institution's personnel policy and/or past practice
- Failure to communicate
- Discrimination

- Intimidation and harassment
- A record of good performance reviews followed by sudden termination
- Conduct that offends the Committee's sense of fairness, e.g. "whistleblowing" wherein the employee has alerted the authorities to specific unlawful activity

P. An otherwise proper termination notice or resignation does not automatically preclude the use of the Procedures if the termination or resignation was precipitated by fraud or duress.

Q. A "paper trail" is essential. Copies of all correspondence, e-mails, faxes, summaries of phone calls, and documentary evidence should be archived indefinitely.

R. The Member is entitled to know, in general terms, the status of the grievance and the reasons for the Committee's decision, without the Committee violating the confidentiality clause contained in the Procedures.

S. Hearsay encompasses oral or written statements being used to support the truthfulness of a matter at issue when the person making the statement is not present for questioning. The Committee should be wary of hearsay, written or oral, when interviewing the Member, Observers and representatives of the Institution. Although the Procedures do not follow strict legal rules, hearsay is not generally reliable. Be fair to both sides and be consistent in the treatment of all evidence. The Committee should, at least, discuss the reliability of any hearsay before accepting it and should decide what weight, if any, to accord it.

T. The burden of proof is usually upon the party seeking relief, i.e. the Member. It is therefore necessary for the Member to cooperate fully and present all relevant materials in a timely fashion. Invoking the Procedures creates an investigative proceeding. The employee, by filing a grievance, impliedly consents to allow the employer to share its records with the Committee. Failure of the Member to affirm this in writing, upon request, may constitute a failure to cooperate fully and may result in the closing of the Procedures.

U. In a simple majority vote of the Committee weighing the evidence, the standard of proof is a "preponderance of the evidence," i.e. overall proof which is more likely than less likely.

V. All contact with the parties outside of the meetings should be in writing, with copies retained by the Committee.

W. It is anticipated that during the investigation, the parties' input may not be totally forthcoming or relevant. In that case, specific written questions from the Committee to the parties and/or Observers may be appropriate.

X. Appeals do not normally provide opportunities for a rehearing of the case or the presentation of additional evidence. An appeal should only determine whether the previous decisions under the Procedures were supported by the facts and controlling authorities, such as the parties' written contract, the Institution's past practice, personnel manual, etc.

Y. Conflict Resolution is available to the Institution when the Procedures have "addressed" a termination. Therefore, the matter need not have been completed or carried through fully in order for the Institution to resolve the dispute [See VII Post Grievance Conflict Resolution.]

Z. At some point, the Committee may be called upon to evaluate the reasonableness of the Member's demands for a particular remedy.

AA. A Member should be aware of the remoteness of being reinstated to any position from which the Member has been terminated.

BB. These Procedures may be invoked by Members who are paid or compensated and by Members who are volunteers. The applicability of these Procedures on behalf of Members in various areas of music will be determined on a case by case basis.

III STEP ONE - THE PRELIMINARY EVALUATION

A. When a Member wishes to pursue the *Procedures for Dealing with Complaints about Termination* (Grievance Procedures) the Member shall request assistance, in writing, from the Dean of his/her chapter with a copy to the Regional Councillor. This written request shall outline his/her work history in the Institution and claim of wrongful termination, and should be accompanied by a copy of the Member's employment agreement with the Institution, if there is one, and all other relevant supporting documentation, e.g., letter of agreement, employee manual and all other documents signed in connection with the employment. The Member, by so doing, agrees to cooperate fully. If cooperation is withheld at any point, the Guild may close these Procedures. Independent Members shall be considered as members of the Chapter which is nearest to their primary residence. "Nearest" shall be defined as the residence of the closest Chapter Dean at the time an incident occurred which gave rise to the use of the Grievance Procedures. In certain cases, with the approval of the Regional Councillor, this written request may be made to a Chapter officer other than the Dean.

B. The Dean or other Chapter officer shall provide copies of the Member's letter and accompanying documentation to the following Individuals:

- Chapter Coordinator for Professional Development (or another chapter officer if there is no Chapter Coordinator for Professional Development)
- Regional Councillor
- Regional Coordinator for Professional Development
- National Councillor for Professional Development.

The Regional Councillor shall convene these Individuals who shall promptly decide if the Member's complaint shall be acted upon. To avoid a conflict of interest, none of these Individuals may be a member or employee of the Institution. (This may be done by telephone conference call or by e-mail.) The Member shall be notified of these Individuals' decision within seven days. (See Letter 1.) If the Member disagrees with the decision of these Individuals, the Member may request within 30 calendar days, through the National Councillor for Professional Development, that the National Committee for Career Development and Support review the decision. The Committee's determination shall be final.

IV. STEP TWO – APPOINTMENT OF INVESTIGATIVE COMMITTEE and MEETING WITH GRIEVANT

A. If the Member's complaint deserves further consideration, the Regional Councillor shall appoint a Committee Director, who, in consultation with the Regional Councillor, shall appoint a Committee. The Committee Director shall convene and chair the Committee, and sign all Committee correspondence.

B. The Committee, appointed to carry out Step Two of the *Grievance Procedures*, shall be made up of the following individuals:

- One or two members of the chapter, appointed by the Dean (the Dean may be one);
- Regional Councillor (or his/her representative)
- Regional Coordinator for Professional Development (or his/her representative)
- National Councillor for Professional Development (or his/her representative).

C. To avoid conflict of interest, no member of the Committee may be a member or employee of the Institution. (Note: It can be helpful if one of the chapter's representatives is ordained.)

D. The following notice shall be published in the local chapter media. The local chapter shall refuse to advertise a regular or permanent vacancy at the Institution while these Grievance Procedures are pending.

(Notice A) Notice Informing Membership of Case in Progress

On (date) an AGO Member filed a formal complaint against (Institution's Name) for wrongful termination of employment. The Guild is investigating the matter according to the AGO's Procedures for Dealing with Complaints about Termination. No determination has been made at this time.

Although Guild Members may provide substitute or interim services, no Member may seek or accept regular or permanent employment with (Institution's Name) while these Procedures are pending. See the AGO's Web Site for the current status of this case.

E. At least two members of the Committee shall meet with the Member in person. If, after frank discussion with the Member and a review of his/her employment agreement and/or other pertinent documents, the Committee does not consider the Member's claim to be valid, it may close the Grievance Procedures. If the Member disagrees with the decision of these Individuals, the Member may request within 30 days, through the National Councillor for Professional Development, that the National Committee for Career Development and Support review the decision. The Committee's determination shall be final.

In the event that the Procedures are closed with or without a finding supporting a grievance, the decision shall be announced in the local chapter media using the language in Notice **B(1)**, **B(2)**, **B(3)**, or **B(4)**, as appropriate. (See Notices on pages 9 and 10.)

V. STEP THREE – THE INVESTIGATION

A. If the Committee believes the Member's complaint deserves further investigation, it shall immediately take the following actions:

(1.) Request through the National Councillor for Professional Development that no advertisement for the position be included in The American Organist, or on the Guild's Web site.

(2.) Notice A (above) will be published on the Guild's Web site and in local chapter media as appropriate. Any departure from this wording must be approved by the National Councillor for Professional Development before publication.

(3.) Notify the appropriate leadership of the Institution, by telephone and then in writing, that the AGO has been asked by a Member (named) to investigate a charge of wrongful termination. (See Letter 2.)

- Make it clear that the process has merely begun, that no determination has been made, and that the Institution will receive, within one week, a copy of these Grievance Procedures.
- Set a time limit within which the Committee intends to complete its deliberations.
- Set the time for a meeting between the Institution and the Committee. This meeting should take place within 30 days of the receipt of the notification.
- Advise the Institution that its failure to participate in this process may result in a finding in favor of the Member.

(4.) Request from the Member the names, addresses, and telephone numbers of three regular Observers of his/her work within the Institution. In religious institutions, these Observers should be lay leaders, preferably a volunteer choir member, a member of the elected lay leadership, and a member of the congregation at large.

- Send Observers a copy of the Grievance Procedures after they have been contacted by the Committee and have agreed to participate.
- The Committee shall request from the Observers, in writing, a frank evaluation of the Member's work, competence, and influence in the Institution, and solicit the Observers' responses to the Institution's action(s). (See Letter 3.)
- The Committee should solicit the Observers' opinions of both the reasons and the manner in which the Member was terminated. Observers should be assured that all information, written or spoken, is confidential and will be shared only among the Committee members (not with the Member or the Institution).

B. After receiving the Observers' written evaluations, the Committee shall speak with the Observers as needed. At least two members of the Committee shall then meet in person with representatives of the Institution and separately with the member, if necessary for the purpose of clarification.

SAMPLE QUESTIONS

NOTE: The substance and the tone of all questions should be in the spirit of fact finding and not of confrontation.

1. Will you share the employee's complete personnel file with the employee (and/or with this Committee) with the employee's consent?
2. What reason(s) exist for the employee's termination?
3. Does the manner of termination follow any existing contract, letter of agreement, personnel manual and/or past practice?
4. Was the employee given annual reviews? If so, what were the results?
5. What progression was followed to identify problems and to notify the employee of their existence and to provide the employee with opportunities to take corrective action? Was this progression in keeping with formal or informal guidelines which you follow as an employer?
6. Were salary increases (and/or benefits) given over the course of employment? If so, do they support recent activity regarding the employee?
7. What system of communication was in place to identify issues? Was there a breakdown? If so, why? What was done to restore dialogue?
8. If there was no contract (a meaningful document with mutuality, covering all essential elements of employment), why?
9. Was the employee given a chance to defend him/herself?
10. Was assistance from the AGO sought at any point in the progression? If so, what was it? What was the result?

11. Do you understand the function of this Committee and that of the Procedures?
12. Would you be willing to hold the employee's termination in abeyance while the AGO mentors the employee? If so, for what time period?
13. Would you agree to third party mediation or arbitration?
14. Will you consider assisting the employee with transition to another job?

C. All Committee members shall receive copies of all correspondence generated and received in connection with the inquiry.

D. The Committee shall promptly evaluate the information received from the Member, Institution, and Observers. After consultation with the Regional Councillor and the National Councillor for Professional Development, the Committee shall complete a written report that includes:

- a summary of the proceedings
- an explanation of its conclusion(s)
- its recommendations for action.

Copies of this report shall be sent to the Dean (to be shared with the Executive Committee), the Regional Councillor, Regional Professional Development Coordinator, and the National Councillor for Professional Development.

E. If, in the opinion of the Committee, the Grievance Procedures revealed questionable behavior on the part of the Member or wrongful termination of the Member by the Institution, the Committee may make such recommendations as it feels are necessary to resolve the situation and to prevent a recurrence. If the Committee finds that the Institution wrongfully terminated the member, the Committee shall apprise the Institution of the need to resolve the situation within 60 days. (See VII. Post Grievance Conflict Resolution.)

F. The Committee shall prepare letters summarizing the Committee's conclusions, which will be submitted to the National Councillor for Professional Development for approval. (See Letters 4 through 9.) Following approval, the letters shall then be sent to the Member, Institution, and Observers. The Member and observers shall be cautioned not to discuss the final outcome until the 60 days allotted for resolution have passed.

G. The response of the Institution is to be directed to the Committee Director, who will then share it with members of the Committee, including:

- Regional Councillor (or his/her representative)
- Regional Coordinator for Professional Development (or his/her representative)
- National Councillor for Professional Development (or his/her representative)

H. If the case is settled to the satisfaction of both parties, the settlement shall be announced on the Guild's Web Site and through local chapter media as appropriate using the following language.

Notice B(1) Notice Informing Membership of Settlement of Case

The employer and the employee at (Institution's name) have resolved their differences and the case has been closed. Guild Members may now accept employment at this Institution.

I. If the case is closed without a finding of wrongful termination, the decision shall be announced on the Guild's Web Site and through local chapter media as appropriate using the following language.

Notice B(2) Notice Informing Membership of Outcome of Case

The AGO has determined, upon investigation, that the employer and the employee at (Institution's name) both had arguments and positions of merit regarding the termination of the employee. Therefore, the case has been closed without a finding of wrongful termination.

Or, as appropriate:

Notice B(3) Notice Informing Membership of Outcome of Case

The AGO has determined, upon investigation, that the employer (Institution's name) was not at fault regarding the termination of the employee. Therefore, the case has been closed without a finding of wrongful termination.

J. If the Member disagrees with the decision of the Committee, the Member may request, within 30 days, through the National Councillor for Professional Development, that the National Council shall, as soon as possible, review the decision. The Committee will notify the Institution that the Member has appealed the Committee's decision. Under such circumstances, the notices about the case will continue to appear on the Web site and in the chapter newsletter, and no advertising of the vacancy may be published therein. The National Council's determination shall be final.

VI. CONCLUSION

A. If the 60-day limit passes with no resolution, the National Councillor for Professional Development shall notify the Institution in writing that the period for resolution has passed. (See Letter 11.) The Councillor also shall request approval by National Council of these actions to be taken by the chapter Dean at the chapter level and by the National Councillor at the national level of the Guild:

(1.) Announcing the decision on the Guild's Web site and through local chapter media as appropriate using the following language:

Notice B(4) Notice Informing Membership of Outcome of Case

The National Council has determined that a position at (Institution's Name) was made vacant by wrongful termination of a Member of the American Guild of Organists on (date).

In keeping with the AGO Code of Ethics, Members shall not seek or accept employment or attempt to place a student or colleague in the position until the National Council has declared that differences between the Guild and (Institution's Name) have been resolved.

(2.) Directing the editor of The American Organist, the Guild's Web site, and appropriate chapter media to refrain from advertising any music positions at the Institution.

(3.) Notifying the leadership of the appropriate denominational music organization of the decision.

B. If no resolution has occurred, the Notice B(4) printed above shall appear in a box for three months on the AGO Web site, and in local chapter media. After three months, a listing, (see Notice C, on page 11) giving the name of the Institution and date of the termination incident will be printed in the following venues:

- in the local chapter media, and
- listed on the AGO Web site.

This notice shall be printed in perpetuity until a resolution has been reached.

(Notice C) Notice in Perpetuity

(Institution) wrongfully terminated a member of the American Guild of Organists on (date) for which no resolution has been reached.

***Note:* When an Institution is found to have wrongfully terminated a Member of the AGO, no Guild Member, individually or collectively, may serve that Institution as an employee or independent contractor, in an interim, temporary, substitute, regular or permanent capacity beyond a 90-day period following the date of this finding.**

VII. POST GRIEVANCE CONFLICT RESOLUTION

A. When an Institution wishes to resolve a termination that has been addressed by these procedures (within the 60 days allotted in these Grievance Procedures or at a later date) a committee (hereafter a Committee) appointed by the Regional Councillor shall review the documents from the original complaint.

This Committee shall consist of the following members:

- A chapter representative,
- Regional Councillor (or his/her representative),
- National Councillor for Professional Development (or his/her representative).

If possible, its members shall be the members of the Committee that handled the original complaint.

The Regional Councillor shall appoint a Committee Director, who shall sign all correspondence. Guided by the documents from the original complaint, the Committee may request that the Institution take specific actions, which, among other things, shall include one or more of the following:

- Reinstatement of the wrongfully terminated member.
- A good-faith effort to resolve financial issues with the Member, including, but not limited to, reimbursement of lost income and attending benefits.
- Providing the Committee with a proposed contract or letter of agreement pertaining to the position, using the American Guild of Organists' sample contract as a model.

B. If the Committee is satisfied with the Institution's response, it shall recommend to the National Council, through the National Councillor for Professional Development, that the conflict between the Institution and the American Guild of Organists be declared resolved. The National Council shall take such actions as it deems necessary, including:

- Announcing the resolution on the Guild's Web site, and in local chapter newsletters as appropriate, stating that AGO members may accept employment with the Institution. This notification shall be printed for three months.
- Directing the editor of The American Organist, the Guild's Web site, and chapter placement services to accept advertising for music positions at the Institution.
- Notifying the leadership of the appropriate denominational music organization of the resolution.

The following is the statement to be printed in the venues listed above for a 90-day period.

(Notice D) Notice Informing Guild Membership of Resolution of Case

On (date) the American Guild of Organists declared resolved the case of wrongful termination brought against (Institution's Name). Guild Members may now accept employment at this Institution.

SAMPLE LETTERS

Note: Use only AGO or plain stationery, not personal or church letterhead.

(Letter 1)

LETTER FROM INDIVIDUALS APPROVING/DENYING FURTHER ACTION

To be sent by Certified Mail

Date

Dear (Member),

The Individuals appointed in accordance with the AGO's Grievance Procedures have evaluated your complaint of wrongful termination by (Institution). Upon careful examination of your documents we have concluded that further action is/is not warranted.

The Individuals' reasoning was (list reasons for the Individuals' finding while maintaining the confidentiality required by the Procedures).

If you disagree with this decision, an appeal may be initiated under the Procedures.

Sincerely yours,

Chapter Dean
Certified Mail No.

(Letter 2)

INITIAL CONTACT WITH THE INSTITUTION

To be sent by Certified Mail

Date

Dear (Name),

I am writing on behalf of a committee formed at the direction of the National Council of the American Guild of Organists (AGO) that has been charged with investigating a complaint of wrongful termination brought to the attention of the AGO by our member (Name). (Member Name) claims that on (date), the Member was wrongfully terminated as (Position Title) of (Institution's Name).

The AGO treats complaints of wrongful termination with great seriousness and has established Procedures for fairly dealing with such complaints; a copy is enclosed. I would especially like to emphasize the importance of several items listed in the enclosed Procedures:

These Procedures are not legal proceedings. Neither party may participate in them through legal counsel.

At this point in the investigation no determination of wrongful termination has been made.

The membership of the AGO will immediately be notified that this investigation is underway and that although Guild members may provide substitute or interim services, no member of the AGO may seek or accept regular or permanent employment with (Institution's Name) while these Procedures are pending.

Our committee requests a meeting with you as soon as possible but no later than (date). During this meeting we would like to discuss frankly the reasons for (Member Name's) termination. It is our goal that all parties be given an impartial and confidential hearing. I will be in contact with you on or before (date) to arrange this meeting. We plan to complete the investigation and make a determination by (date).

Sincerely yours,

Committee Director
Certified Mail No.
Enclosure

(Letter 3)

INITIAL CONTACT WITH OBSERVERS

Date

Dear (Name),

I am writing on behalf of a committee formed at the direction of the National Council of the American Guild of Organists (AGO) that has been charged with investigating a complaint of wrongful termination brought to the attention of the AGO by our member (Name). The AGO treats complaints of wrongful termination with great seriousness and has established Grievance Procedures for fairly dealing with such complaints; a copy is enclosed.

(Member Name) claims that on (date), the Member was wrongfully terminated as (Position Title) of (Institution's Name). (Member Name) has given us your name to contact as an Observer during our investigation. To assist us, we would appreciate, in writing, your frank evaluation of (Member's Name) work, competence, and influence at (Institution's Name). Also, please respond to both the reasons and the manner in which (Member Name) was terminated.

The Procedures provide for the confidentiality of your evaluation. It will be shared only among the Committee members and not with (Member Name) or (Institution's Name).

I would especially like to emphasize the importance of several items listed in the enclosed Procedures:

- a. These Procedures are not legal proceedings. Neither party may participate in them through legal counsel.
- b. At this point in the investigation no determination of wrongful termination has been made.
- c. The membership of the AGO will immediately be notified that this investigation is underway and that although Guild members may provide substitute or interim services, no member of the AGO may seek or accept regular or permanent employment with (Institution's Name) while these Procedures are pending.

It is our goal that all parties be given an impartial and confidential hearing. We would appreciate your response within one week in order that we may complete this investigation by (date). We appreciate your participation in this important process. If you have any questions, please contact (Contact's Name) at (Contact's Telephone Number).

Sincerely yours,

Committee Director
Enclosure

(Letter 4)

TO THE MEMBER WHEN FINDING IN FAVOR OF THE MEMBER

To be sent by Certified Mail

IMPORTANT: THE WORDING OF THIS LETTER MUST BE APPROVED BY THE NATIONAL COUNCILLOR FOR PROFESSIONAL DEVELOPMENT

Date

Dear (Name),

The Committee appointed to carry out the Grievance Procedures has completed its investigation of your charge of wrongful termination by (Institution's Name).

After careful consideration of your supporting documents, including the review of statements from your Observers, and discussions with representatives of (Institution's Name), we find that wrongful termination did occur. (Here you should list reasons for the Committee's finding while maintaining the confidentiality required by the Procedures).

We are writing to (Institution's Name), informing them of our decision and giving them an opportunity to resolve the situation to the satisfaction of the Committee within 60 days. In the meantime, no AGO member may seek or accept regular or permanent employment with (Institution's Name).

If no resolution is reached within 60 days, the National Councillor for Professional Development shall notify (Institution's Name) in writing that the period for resolution has passed, and shall notify the National Council of these actions to be taken at the chapter, regional and national levels of the Guild:

This statement will be published in the chapter media and on the AGO Web site:

The National Council has determined that a position at (Institution's Name) was made vacant by wrongful termination of a member of the American Guild of Organists on (date).

In keeping with the AGO Code of Ethics, members shall not seek or accept employment or attempt to place a student or colleague in the position until the National Council has declared that differences between the Guild and (Institution's Name) have been resolved.

It is important for you to know that although Guild Members may provide substitute or interim services, no Member may serve this Institution as an employee or independent contractor, in an interim, substitute, regular or permanent capacity beyond 90 days following the date of the finding of wrongful termination.

Likewise, the editor of The American Organist, the Guild's Web site, and appropriate chapter media will be directed to refrain from advertising any music positions at (Institution's Name). Leadership of the appropriate denominational music organization will be notified of the decision. We would like you to know that you have the full support of the Committee.

Sincerely yours,

Committee Director
Certified Mail No.

(Letter 5)

**TO THE INSTITUTION WHEN THE COMMITTEE
FINDS IN FAVOR OF THE MEMBER**

To be sent by Certified Mail

**IMPORTANT: THE WORDING OF THIS LETTER MUST BE APPROVED BY THE
NATIONAL COUNCILLOR FOR PROFESSIONAL DEVELOPMENT**

Date

Dear (Name),

The Committee appointed to carry out the AGO's Grievance Procedures has completed its investigation of the charge of wrongful termination by (Name of Member).

After careful consideration of the supporting documents, including the review of statements from the Observers, and discussions with representatives of (Institution's Name), we find that wrongful termination did, indeed, occur. (Here you should list reasons for the Committee's finding while maintaining the confidentiality required by the Procedures.)

It is our hope that a situation like this can be avoided in the future. We would like to be assured that certain precautions are in place for the next musician. In accordance with the AGO Procedures for Dealing with Complaints about Termination, we would like to offer you an opportunity to resolve the situation to our satisfaction within 60 days. (See Procedures VII for possibilities of conditions for resolution.)

Until resolution is reached, there may be no advertisement of the position in The American Organist, on the AGO Web site or in the local chapter media. AGO members may neither seek nor accept regular or permanent employment with (Institution's Name). Leadership of the appropriate denominational music organization will be notified of the decision. Furthermore, unless resolution is reached, no Guild Member may serve your Institution as an employee or independent contractor in an interim, substitute, regular or permanent capacity beyond 90 days following the date of the finding of wrongful termination.

We would like you to know that we will do everything possible to effect a resolution of this matter. Please feel free to contact me if I can be of any assistance to you.

Sincerely yours,

Committee Director
Certified Mail No.

(Letter 6)

TO THE MEMBER WHEN FINDING IN FAVOR OF THE INSTITUTION

To be sent by Certified Mail

IMPORTANT: THE WORDING OF THIS LETTER MUST BE APPROVED BY THE NATIONAL COUNCILLOR FOR PROFESSIONAL DEVELOPMENT

Date

Dear (Name),

The Committee appointed to carry out the AGO's Grievance Procedures has completed its investigation into your charge of wrongful termination by (Institution's Name).

After careful consideration of your supporting documents, including the review of statements from your Observers, and discussions with representatives of (Institution's Name), we find that wrongful termination did not occur. (Here you should list reasons for the Committee's finding while maintaining the confidentiality required by the Procedures.)

An appeal procedure is provided in the Procedures.

We are concerned any time one of our colleagues is terminated from a position. Your contributions to the profession are valued. If there are ways the Committee may be helpful to you in the future, please feel free to contact us.

With every good wish,

Committee Director
Certified Mail No.

(Letter 7)

**TO THE INSTITUTION WHEN COMMITTEE FINDS IN FAVOR OF THE
INSTITUTION**

To be sent by Certified Mail

Date

Dear (Name),

The Committee appointed to carry out the AGO's Grievance Procedures has completed its investigation into the charge of wrongful termination by (Name of Member).

After careful consideration of the supporting documents, including the review of statements from the Observers, and discussions with representatives of (Institution's Name), we find that wrongful termination did not occur.

It is now possible for this position to be advertised in The American Organist, on the AGO Web site and in the local chapter media. AGO members may now accept employment at (Institution).

We very much appreciate your cooperation in this matter and wish you all the best as you seek to fill this position.

Sincerely yours,

Committee Director
Certified Mail No.

(Letter 8)

**TO THE MEMBER WHEN COMMITTEE FINDS POSITIONS OF MERIT ON
BOTH SIDES**

To be sent by Certified Mail

IMPORTANT: THE WORDING OF THIS LETTER MUST BE APPROVED BY THE
NATIONAL COUNCILLOR FOR PROFESSIONAL DEVELOPMENT

Date

Dear (Name),

The Committee appointed to carry out the AGO's Grievance Procedures has completed its investigation into your charge of wrongful termination by (Institution's Name).

After careful consideration of your supporting documents, including the review of statements from your Observers, and discussions with representatives of (Institution's Name), we find that the employer and the employee both had arguments and positions of merit regarding the termination of the employee. Therefore, the case has been closed without a finding of wrongful termination. (Here you should list reasons for the Committee's finding while maintaining the confidentiality required by the Procedures.)

An appeal procedure is provided in the Procedures.

We are concerned any time one of our colleagues is terminated from a position. Your contributions to the profession are valued. If there are ways the Committee may be helpful to you in the future, please feel free to contact us.

With every good wish,

Committee Director
Certified Mail No.

(Letter 9)

**TO THE INSTITUTION WHEN COMMITTEE FINDS POSITIONS OF MERIT
ON BOTH SIDES**

To be sent by Certified Mail

**IMPORTANT: THE WORDING OF THIS LETTER MUST BE APPROVED BY THE
NATIONAL COUNCILLOR FOR PROFESSIONAL DEVELOPMENT**

Date

Dear (Name),

The Committee appointed to carry out the AGO's Grievance Procedures has completed its investigation into the charge of wrongful termination by (Name of Member).

After careful consideration of the supporting documents, including the review of statements from the Observers, we find that the employer and the employee both had arguments and positions of merit regarding the termination of the employee. Therefore, the case has been closed without a finding of wrongful termination. (Here you should list reasons for the Committee's finding while maintaining the confidentiality required by the Procedures.)

It is now possible for this position to be advertised in The American Organist, on the AGO Web site and in the local chapter media. AGO members may now accept employment at (Institution.)

We wish you all the best as you seek to fill this position.

Sincerely yours,

Committee Director
Certified Mail No.

(Letter 10)

**TO THE OBSERVERS WHEN THE INVESTIGATION HAS BEEN
COMPLETED**

Date

Dear (Name),

The AGO Committee assigned to the grievance involving (Institution and Name of Member) has completed its investigation into the charge of wrongful termination. After careful consideration of all supporting documents and information, the committee found in favor of (Institution or Name of Member); (or “found that the employer and the employee both had arguments and positions of merit regarding the termination of the employee. Therefore, the case has been closed without a finding of wrongful termination.”).

Your timely and thoughtful responses about (Name of Member) greatly aided our investigation. The Committee would like to thank you for taking part in this process.

Sincerely yours,

Committee Director

(Letter 11)

**TO THE INSTITUTION IF THE 60-DAY LIMIT IS REACHED WITH NO
RESOLUTION**

To be sent by Certified Mail

Date

Dear (Name),

As outlined in the letter of (date of previous letter) from (Committee Director), the 60-day limit has been reached with no resolution. Therefore the following notice will be published on the AGO Web site and in the local chapter media:

“(Institution) wrongfully terminated a member of the American Guild of Organists on (date) for which no resolution has been reached.”

Until a resolution is reached, no AGO member may serve your institution as an employee or independent contractor or in an interim, substitute, regular or permanent capacity beyond 30 days following the date of this letter.

We remain available to assist with the resolution of this matter.

Sincerely yours,

National Councillor for Professional Development
Certified Mail No.

AMERICAN GUILD OF ORGANISTS

DISCIPLINE

Approved by the AGO National Council as amended 4/24/06

The *Discipline* is to be used when an individual Member of the AGO or an AGO Chapter Executive Committee wishes to file a complaint against another Member for a violation of the *Code of Ethics*.

Neither the complainant nor the accused may participate through legal counsel. If either party insists upon involving legal counsel in the *Discipline*, the procedures shall be terminated.

Confidentiality: The proceedings relating to the *Discipline* are to be considered confidential. The final determination will be made known to both parties, but all discussions and any supporting documentation will remain confidential.

I. AT THE CHAPTER LEVEL

- A. The complaint should be filed, in writing, with the Dean of the accused Member's chapter, the District Convener, or the Regional Councillor. It should be filed within 30 days of the time the alleged violation becomes known. The complaint should outline the nature of the alleged violation, and be accompanied by any supporting documentation. The Member filing the complaint agrees to cooperate fully with this process. Independent Members shall be considered as members of the Chapter which is nearest to their primary residence. "Nearest" shall be defined as the residence of the closest Chapter Dean at the time an incident occurred which gave rise to the use of the Discipline.
- B. The officer who receives the complaint shall forward a copy of the letter and a copy of the *Discipline* to the accused Member, and request a response in writing within 15 days. The *Discipline* process will continue with or without a response from the accused Member.
- C. The officer who received the original complaint shall provide copies of both Members' letters and accompanying documentation to the following individuals, who shall together promptly decide if the complaint should be acted upon:
 - Chapter Coordinator for Professional Development (or another chapter officer if there is no Chapter Coordinator for Professional Development)
 - Regional Councillor
 - Regional Coordinator for Professional Development
 - National Councillor for Professional Development
- D. If it is determined that the complaint deserves no further consideration, no other proceedings are necessary. The Regional Councillor shall notify both Members promptly, in writing, of this determination.
- E. If it is determined that the complaint deserves further consideration, the Regional Councillor shall appoint a Committee director, who shall convene the Committee and sign all correspondence. The Committee, appointed to carry out the *Discipline*, shall be made up of the following individuals:

- two members of the chapter, appointed by the Dean (the Dean may be one)
- Regional Councillor (or his/her representative)
- Regional Coordinator for Professional Development (or his/her representative)
- National Councillor for Professional Development (or his/her representative)

II. AT THE COMMITTEE LEVEL

- A. Within 30 days of the decision to proceed, the Committee shall have a meeting with both the complainant and the accused Members present. At least 3 of the 5 members of the Committee must be present. Both Members should be given adequate opportunity to discuss the situation with those members of the Committee present. A written record of the meeting should be kept, and distributed to all members of the Committee as soon as possible following the conclusion of the meeting.
- B. The entire Committee shall meet within 15 days of the above meeting to discuss the case. If a majority of the Committee feels that further investigation is necessary, such investigation should be undertaken and completed within 30 days, at which time the entire Committee will reconvene. The Committee will decide on an appropriate response:
- Exoneration, meaning that no wrongdoing was found.
 - Censure, including a written reprimand from the Committee. The Committee may also determine that certain conditions should be met in order to maintain AGO membership. Those might include a letter of apology or compensation for lost income. If the censured Member fails to comply with the conditions within a reasonable length of time, the Committee may recommend expulsion.
 - Expulsion, an extraordinary remedy that is applied in the most extreme circumstances. If the Committee decides to recommend this response, that decision must be ratified by the National Council.
- C. The Committee shall notify both Members of their decision immediately.
- D. The Committee shall formulate a final report that includes their recommendation and the reasons for it, as well as the supporting documentation from the investigation. This report will remain in the chapter files of the accused Member's chapter.

III. AT THE NATIONAL LEVEL

- A. If the recommendation of the Committee is expulsion, the National Councillor for Professional Development will forward the Committee's report to the National Council. The Council will consider the case as soon as possible. It may vote to uphold the Committee's recommendation of expulsion, or take other action as it deems appropriate. The National Council's determination is final.
- B. The decision of the National Council will be reported by the National Councillor for Professional Development to the investigating Committee. The National President will inform both Members in the case of the National Council's determination.

IV. REINSTATEMENT

A person who has been expelled from membership in the AGO may seek to reapply for membership after 3 (three) years have passed. The application should include a statement from the expelled Member outlining the reasons why his/her readmission is merited. It should also include letters in support of the application from three voting Members in good standing. The application should be addressed to the National President, for consideration by the National Council at its next meeting.

NOTES

Geographical Considerations: The Regional Councillor may determine that E-mails, teleconferencing and/or video-conferencing may be used at certain points in this process if the distances involved in travel for Committee members, the complainant or the accused would constitute an unreasonable financial burden.

Overt actions designed to circumvent the *Code of Ethics* may subject a Member to disciplinary action.

Model Contract Provisions For Church/Temple Musicians

*Approved by the AGO National Council, June 7, 2005
Updated Through August 29, 2005*

PREAMBLE

The American Guild of Organists (AGO) encourages the establishment of written contractual arrangements between church and temple musicians and their employers because employees' rights can be severely limited when they are serving purely "at will."

AGO members should be aware that the nature of the musician's work usually results in musicians being classified as employees and not as independent contractors. Regardless of a written agreement to the contrary, governmental agencies are likely to find that a church or temple musician is an employee because of industry practice, facilities used, work venues, an ongoing employment relationship, and the employer's right to supervise the musician.

The tax and accounting burden is greater for independent contractors. Therefore, if the institution tends to treat the musician as an employee for purposes of supervision and control, it should make the appropriate FICA/Medicare/Unemployment/Workers Compensation contributions from which the musician may benefit as an employee.

The content of the provisions that follow is organized primarily by topic. The provisions should be selected and/or revised to fit specific contractual needs. Many provisions are alternative in nature and the use of one may preclude the use of others. Also, specific provisions may conflict with local law and/or may become outdated.

This is an official publication of the **American Guild of Organists** prepared by the Committee on Career Development and Support. It was approved by the National Council on June 7, 2005, and updated through August 29, 2005.

Committee on Career Development

Donna B. Wernz, MBA, SPC, Director

Edwina T. Beard, MM, AAGO

Barbara J. Gulick, MED, FAGO, CHM

Roy Roberts, BA

Councillor for Professional Development

W. James Owen, JD, BA

Executive Director

James E. Thomashower, BA, CAE

(Date)

Effective from (Date) until termination (or (Expiration Date)),
(Name), hereinafter referred to as “Employee,” shall act as (Title of
Position) at (Name of Employer), hereinafter referred to as “Employer,”
in (Name of City and State).

GENERAL UNDERSTANDINGS AND COVENANTS

1. Music is an integral part of the life of this [parish/congregation]. Under the leadership of the clergy, the Employee exercises an important ministry that reaches out to the staff, choir members, members of the congregation, and the community.
2. The Employee agrees to recognize and facilitate the pastoral dimension of this position.
3. The music ministry will involve the Employee as a pastor, educator, and principal musician of this [parish/congregation]. The Employee’s pastoral concern for and counsel to all members of the choir and the [parish/congregation] are to exemplify the [religious] spirit of this place. As an educator, the Employee will teach music and explain [worship/liturgical] concepts. As a musician, the Employee will be diligent in preparation and performance, and will cooperate with others to provide and enable the highest possible standard of worship in this [parish/congregation].
4. The Employee and the Employer agree to meet regularly to facilitate collegiality in the music ministry.
5. It is understood that a variety of traditions and styles in [organ and choral] music [is/may be] appropriate for the services, and that the use of a variety of instruments [is/may be] expected.

EMPLOYEE'S RESPONSIBILITIES

Choose one or more of 6, 7, 8, and 9

The Employee shall:

6. Provide organ music and direct the choir(s) at the _____ service(s) regularly scheduled on (Sunday morning) and shall select appropriate organ and choral music for each service.
7. Provide organ music and direct the choir(s) at all services, as directed by the Employee's supervisor.
8. Provide organ and choral music for the following additional services during the year:
_____.
9. Subject to the Employee's availability, provide organ and choral music for services not listed above. Payment for such services and attendant rehearsals shall be: \$ _____ per service; \$ _____ per rehearsal (or per hour or fraction thereof). The budget in fiscal year (Year) for this expense is \$ _____.
10. If not available assist in the hiring of substitute musicians. The fees for the substitute musician are payable by the Employer. The budget in Fiscal Year (Year) for this expense is \$ _____.
11. Subject to the Employee's availability, take part in extra rehearsals for regularly scheduled services that require additional preparation. Payment for such rehearsals shall be: \$ _____ per rehearsal (or per hour or fraction thereof).
12. Be responsible for the leadership of the following choirs/ensembles:

Rehearse once weekly (or as otherwise specified) with each of the choirs. During the summer months the choir schedule shall be: _____.
13. Rehearse once weekly (or as otherwise specified) with each of the choirs, from the _____ week of (Month) through the _____ week of (Month). During the summer months, music shall be provided as follows:
_____.
14. Cooperate with the Employer in the area of general planning and leadership of the music program. The Employee shall be directly responsible to (Name of committee or title of person).
15. Function under the direct supervision of (Name of committee or title of person), and in the absence of same, (Name of committee or title of person).

25. In the event that the Employer's job requirements change, the Employee in exchange for being considered for additional, new and/or different duties and responsibilities agrees to pursue, at the Employer's additional expense, training and professional development in order to meet the demands of the new duties and responsibilities.
26. Provide ninety (90) days' advance, written notice to the Employer if the Employee wishes to terminate employment or not renew this contract.

EMPLOYER'S RESPONSIBILITIES

The Employer shall:

27. Provide a salary of \$_____ per year, payable _____ (Pay schedule) _____. This salary shall be reviewed annually at the time of preparation of the budget in _____ (Month in which budget is prepared) _____. [The *Salary Guide for Musicians Employed by Religious Institutions* is available from AGO National Headquarters and on the Web at www.agohq.org/profession.]
28. Provide a vacation (with full salary) of _____ weeks annually. (The Employee will assist the Employer in obtaining a substitute.) The fee for the substitute musician will be: \$_____ per service; \$_____ per rehearsal. [If length of vacation is based on length of employment, AGO guidelines should be noted here.]
29. Grant up to _____ days sick leave during the year. Sick leave shall be granted to the Employee, upon approval of the Employer which approval shall not unreasonably be denied, for the following reasons: illness, injury or pregnancy-related conditions of the Employee. For male employees, in addition to sick leave for illness and injury, the Employee shall be granted leave for care of the Employee's wife/family during any postnatal period. Said leave shall be granted, without deduction from pay, for a maximum of _____ days per calendar year. Beyond said number of days, said leave shall be granted, without pay, for a maximum of _____ days per calendar year. In such cases the Employer shall pay for the services of a substitute organist and/or director. In case of extended illness the Employer will consider the granting of additional sick leave.
30. Grant up to _____ days of personal leave during the year. In such cases the Employer shall pay for the services of a substitute organist and/or director.
31. Provide the following benefits for the Employee [and his/her family/partner]: health and dental insurance, Social Security, pension plan, life insurance, paid and non-paid maternity/paternity leave. These benefits shall take into account the Employee's needs and be commensurate with the benefits received by other employees. (If the position is part-time and, by mutual agreement health and pension benefits are not provided, additional compensation shall be given to allow the Employee to provide individually for his/her needs.)

Choose 32 or 33

32. Provide an annual allowance for continuing education in the amount of \$ _____, and provide reasonable time for the pursuit of continuing education. Funds not used in any fiscal year will accrue to the next year. "Continuing education" may include, but not necessarily be limited to, instrumental study, choral conducting and vocal study, trends in worship, and administrative skills.
33. Provide an annual allowance (comparable to other professionals) for continuing education, professional dues, and for books, periodicals, and other publications (which shall remain the property of the Employee) in the amount of \$ _____ per year. "Continuing education" may include, but not necessarily be limited to, instrumental study, choral conducting and vocal study, trends in worship, and administrative skills.
34. Provide for Employee's sabbatical leave as follows: _____

[A suggested basis for sabbatical leave is three months for each five years of full-time employment.]
35. Permit the Employee to use the Employer's facilities (organ, piano) for private teaching. Times of lessons and use of facilities will be scheduled in advance so as not to conflict with the Employer's program needs. The Employee shall be solely responsible for all taxation and accounting obligations resulting from self-employment income received from private teaching, including, but not limited to, quarterly estimates and payments of all appropriate taxes and FICA/Medicare contributions.

Choose 36 or 37

36. Provide the Employee with _____ hours of secretarial assistance weekly.
37. Furnish secretarial assistance (including computer and software) to the Employee to reasonably enable the Employee to discharge the duties enumerated herein.
38. Guarantee that guest musicians shall not be permitted to use the Employer's musical instruments without prior approval by the Employee.
39. Provide ninety (90) days' advance, written notice to the Employee if the Employer wishes to terminate employment or not renew this contract.

PERFORMANCE REVIEW

40. The parties shall review this document annually to ensure that it accurately reflects the position, the music budget, and merit increases for the Employee. This review shall include an evaluation of working relationships and job performance.
41. The salary review shall include the consideration of a cost of living adjustment in accordance with prevailing rates. If no such review occurs, there will be an automatic cost of living adjustment in accordance with prevailing current rates.
42. In the event that the Employer's job requirements change, the Employee will be considered for additional, new and/or different duties and responsibilities, subject to contract renegotiation. Compensation to the Employee for increases in workload pertaining to these changes and/or additions shall be in accordance with AGO Salary Guidelines. The Employer will support the Employee, financially and otherwise, in acquiring additional training and professional development in order to meet the demands of new duties and responsibilities.

WEDDINGS AND FUNERALS

Choose 43 and/or 44 or 45

43. The Employee will provide music at all weddings requiring organ music held within the Employer's premises. If the Employee does not play, he/she will receive his/her normal fee. The services of other organists may be used only with the permission of the Employee.
44. The Employer has adopted wedding music guidelines, attached hereto, and made a part hereof. The Employee shall supervise all music presented at all weddings, whether or not the Employee performs personally at said weddings.
45. The Employer will adopt wedding music guidelines on or before (Date) , in full consultation with the Employee who shall, in any event, supervise all music presented at weddings, whether or not the Employee performs personally at said weddings.
46. The Employee shall receive the fee of \$ for a short program of music preceding the wedding ceremony and for performing during the wedding ceremony. For attendance at the wedding rehearsal(s), the Employee shall receive \$ per rehearsal (or per hour or fraction thereof). Additional remuneration shall be made if special music, and/or rehearsal and performance with additional musicians, is required. If the Employee is not available, he/she shall assist in the hiring of substitute musicians. It shall be the obligation of the Employer to secure said fee.
47. The Employee shall provide music for funeral services held within the Employer's premises if available at the time of the funeral. The fee for such a service shall be \$. Additional remuneration shall be made if special music, and/or rehearsal and performance with additional musicians, is required. If the Employee is not available, he/she shall assist in the hiring of substitute musicians. It shall be the obligation of the Employer to secure said fee.
48. The Employee shall be solely responsible for all taxation and accounting obligations resulting from self-employment income received from third parties for weddings and funerals, including but not limited to, quarterly estimates and payments of all appropriate taxes and FICA/Medicare contributions.

TERMINATION

49. Either party may terminate this contract by giving the other party ninety (90) days' written advance notice.

50. This Agreement may be terminated as follows:

I. Upon the expiration of this Agreement without its renewal by the parties. If either the Employer or the Employee does not desire to renew this Agreement at the time it expires, notice of non-renewal shall be given in writing by the party not wishing to renew the Agreement not less than ninety (90) days prior to its expiration. This period of time may be increased or decreased by the mutual agreement, in writing, of the parties. It is agreed that the Employer may substitute ninety (90) days' compensation for the agreed-upon notice. If either party shall give written notice of non-renewal at a time less than ninety (90) days prior to the expiration of this Agreement, this Agreement shall remain in force and effect as to all parties for a period of ninety (90) days after the giving of such notice of non-renewal, subject to the stipulations in regard to non-renewal set out above.

OR

II. With the mutual consent and agreement of all parties in writing.

OR

III. For cause. Cause is defined as conviction of the Employee of an offense involving moral turpitude, gross dereliction of duty by the Employee after due warning of same, chronic insubordination to authority by the Employee after due warning of same, or a willful failure of the Employee to perform in good faith the obligations and covenants of this Agreement. Termination of this Agreement for cause shall not occur until:

A. Notice has been given to the Employee in writing of the charges against the Employee along with notice that termination of this Agreement for cause is to be sought by the Employer.

AND

B. The Employee has had an opportunity to be heard by the Employer and to present whatever defense may be appropriate. This hearing may be waived by the Employee in writing, at the Employee's sole discretion.

AND

C. The existence of cause has been determined and findings of same have been reduced to writing, with a copy provided to the Employee. This determination of cause shall not take place before the hearing described in subparagraph (B) above has taken place or has been waived in writing by the Employee.

51. Termination of this contract, or any non-renewal thereof for any reason, shall entitle the Employee to:

A. Uninterrupted medical/dental/disability insurance for a period of _____ months from the final date of employment, the cost of which shall be borne by the Employer.

AND

B. Severance pay equal to (One month's salary) for each complete 12-month period of service, payable in a lump sum within 30 days from the final date of employment.

DISPUTE RESOLUTION

52. Disputes arising under this contract will be settled under the law of the State/Commonwealth of _____.

Choose 53 or 54

53. At the Employee's discretion, disputes arising from the parties' employment relationship may be mediated and/or arbitrated through a mediation service such as the Federal Mediation and Conciliation Service, Washington, D. C.

54. If a dispute arises or relates to this contract, any demands, claims, or controversies hereto arising out of or relating to this contract or the breach thereof, shall be settled through mediation as the parties may agree or, if they cannot agree within thirty days of receipt by one party from the other party of a demand to mediate, through ADR Systems of America. First, the parties shall attempt a voluntary settlement through non-binding mediation of their own choice or at ADR Systems of America, before resorting to the filing of a lawsuit. Either party may commence the mediation process called for in this agreement by filing a written demand for mediation with the other party (or thereafter through ADR Systems of America). The parties will select a mediator themselves or, if they cannot agree, from ADR Systems of America's panel of neutrals. The parties covenant that they shall participate in the mediation in good faith and that they will share equally in the costs. The mediator will be disqualified as a witness, consultant, or expert for either Party; the mediator will treat the offers, promises, conduct and statements made in the course of the non-binding mediation (including pre-mediation and post-mediation submissions to the mediator) as confidential and will refrain from disclosing such information except to the Parties. Any Court of competent jurisdiction may enforce the provisions of this Paragraph, and the party seeking enforcement shall be entitled to an award of all costs, fees, and expenses, including attorney's fees, to be paid by the party against whom enforcement is ordered.

Caveat: The use of the foregoing paragraph might be helpful, but it also might delay or preclude the use of other procedures, including the AGO Grievance Procedures, arbitration, and litigation.

55. Any problems regarding termination of employment herein shall, at the option of the Employee, follow the specified *Procedures for Dealing with Complaints about Termination* ("Grievance Procedures") available from AGO National Headquarters and on the Web at www.agohq.org/profession.

EXECUTION

This Agreement, and attached addenda (listed below), constitute the entire Agreement between the Employer and the Employee.*

ADDENDA: _____

IN WITNESS WHEREOF the undersigned Parties have hereunto placed their hands (and seals) this _____ day of _____, 20____, at _____ (City) _____, _____ (State) _____.

Signature and Title of
Employer Representative

Signature of Employee

*May include, but not be limited to, Employer's personnel policies, a position description, or a separate document regarding compensation and benefits.

ADDENDUM A

Compensation matters are alternatively listed in Addendum A for ease in annual renegotiation.

COMPENSATION

The Employer shall:

1. Provide a salary of \$ _____ per year, payable (pay schedule) . This salary shall be reviewed annually at the time of the preparation of the church budget in (month in which budget is prepared) .
2. Provide the following benefits for the Employee [and his/her family/partner]: health and dental insurance, social security, pension plan, life insurance, paid and non-paid maternity/paternity leave. These benefits shall take into account the Employee's needs and shall be commensurate with the benefits received by other employees. [If the position is part-time and, by mutual agreement health and pension benefits are not provided, additional compensation shall be given to allow the Employee to provide individually for his/her needs.]

Weddings and Funerals

3. For a short program of music preceding a wedding ceremony and performing at the wedding ceremony the fee shall be \$ _____. For attendance at the wedding rehearsal(s) the fee shall be \$ _____ per rehearsal (or per hour or fraction thereof). Additional remuneration shall be made if special music, and/or rehearsal and performance with additional musicians is required. If the Employee is not available, he/she shall assist in the hiring of substitute musicians. It shall be the obligation of the Employer to secure said fee.
4. The fee for a funeral service shall be \$ _____. Additional remuneration shall be made if special music, and/or rehearsal and performance with additional musicians, is required. If the Employee is not available, he/she shall assist in the hiring of substitute musicians. It shall be the obligation of the Employer to secure said fee.

Additional Services and Rehearsals

5. The reimbursement for services and rehearsals not listed in the Agreement shall be: \$_____ per service; \$_____ per rehearsal (or per hour or fraction thereof).
6. The reimbursement for extra rehearsals for regularly scheduled services that require additional preparation shall be \$_____ per rehearsal (or per hour or fraction thereof).

CHAPTER PLACEMENT INFORMATION SERVICES

By Maureen Jais-Mick

Two important ways in which chapters can interact with their communities, serve their members, and have an impact on the future of sacred music are through placement information and substitutes referral services. These services may be a chapter's primary contact with local congregations, and a way to influence professional compensation and working conditions. A placement information service is also a means of attracting new members.

When organizing a placement information service, decisions have to be made. Among them:

- **TO WHOM WILL JOB INFORMATION BE AVAILABLE?** Chapter members? All AGO members? Non-members?
- **WILL A FEE BE CHARGED TO EMPLOYERS FOR USE OF THE SERVICE?** Mailing and printing cost money. A placement information service can pay for itself and also produce income. The fee amount should be based on how many people a potential employer will reach through the service - and the materials provided.
- **WHO WILL MANAGE THE SERVICE?** Ideally, the job of coordinator is a long-term commitment. The coordinator will often counsel employers and members regarding expectations, working conditions and compensation. From experience, I can say that you get better at this the longer you do it. It **must** be a person who can be reached, in person or by answering machine, and it **must** be a person who returns calls promptly.
- **HOW WILL THE SERVICE BE PUBLICIZED?** If your chapter decides to publicize by means of a mailing to local churches and synagogues, this may be many congregations' first contact with AGO. Materials should be friendly and attractive. Including information about the national AGO adds credibility to local brochures.
- **WILL THE SERVICE SUGGEST STANDARDS AND PROVIDE EMPLOYMENT AND COMPENSATION INFORMATION TO THE USERS, OR WILL IT BE ONLY A LISTING OF JOB OPENINGS?** We strongly recommend that a chapter help employers understand fair compensation and working conditions. To achieve this, they must know what is expected of them in terms of compensation and working conditions.
- **HOW WILL VACANCIES BE ANNOUNCED TO THE CHAPTER MEMBERSHIP?** You may wish to list positions in the newsletter, have members provide self-addressed, stamped envelopes to the coordinator, or have members call the coordinator for updated information. Faxes and email can be used to share information. In keeping with the Code of Ethics, it is essential that **all** chapter members have equal access to job information.

- **WILL THE SERVICE MAINTAIN A LIST OF SUBSTITUTE ORGANISTS AND DIRECTORS?** When a church or synagogue calls about listing a position, it is helpful to be able to suggest members they might call for substitute or interim work. This also provides income for members.

The following materials reflect ideas from chapters around the country. **They are only suggestions.** If you are preparing a placement packet, it is helpful to print each item on a different colored paper to make it easy to recognize. In Washington, D.C., we include *The Work and Compensation of the Church Musician* (Boston Chapter AGO) in our packets, along with the AGO model contract. We also include salary guidelines that are updated annually. It is important to provide church employers with compensation and work guidelines to assist them in evaluating the position being offered and arriving at a fair compensation package. If we, as a chapter, have not outlined what is expected we cannot fault employers for not meeting our expectations.

Contact with Employers

Initial contact with potential employers is usually by telephone. When I am called, I provide the following information: *When a church wishes to advertise a position through the Guild, we send to them a packet of information on evaluating a church music position. Included in the packet is the form that the church completes and returns to us. When we receive the form, we enter the information in our job bank and also publish notice in two issues of our local newsletters. There is a charge of \$25 for the packet and the use of the service. If you wish to receive a packet and use the service, please send your check to After you receive the packet, if you have questions about anything in it, please give me a call.*

FORMULA FOR DETERMINING WORKLOAD

The most common duties of organists and directors are listed on the enclosed Worksheet. If a hiring committee is well versed in the responsibilities of the position for which it is hiring, it may wish to use only the Worksheet in determining the workload.

We recommend as a starting point the following basic formula, which will help to determine the average number of hours required by an average position: Multiply the number of “visible” hours (hours spent in rehearsals, meetings, classes and services) by 2.5 - 3 (for organist or director only) or by 3.5 - 4.5 (for organist-director). These multipliers represent the “invisible” time spent in rehearsal preparation, individual practice and music selection, continuing education and communications, plus all the other duties listed on the Worksheet.

For example:

Organist	Average weekly hours
Choir rehearsals	2.0 hours
Pre-Service Warm-ups	0.5 hours
Sunday Service	1.0 hours
Meetings with Director of Music/Worship Committee	0.5 hours
Rehearsals with soloists	0.25 hours

Total visible hours: 4.25 hours

Multiply by 2.5 - 3.

Actual preparation time: 10.75 - 12.75 hours

Organist-Director	Average Weekly Hours
Choir rehearsals	2.5 hours
Weekly Staff Meeting	1.0 hours
Sunday morning pre-service warm-ups	0.5 hours
Sunday Service	1.0 hours

Total visible hours: 5.0 hours

Multiply by 3.5 - 4.5

Actual preparation time: 17.5 - 22.5 hours

Churches with unusual needs or expectations should adjust the formula upwards.

CHAPTER SUBSTITUTES REFERRAL SERVICES

A useful adjunct to a chapter's placement information service is a substitutes referral service. Such a service not only provides employment for chapter members but allows employers the time needed to advertise for and audition candidates for a vacant position. Some chapters test all members who wish to be included on such a list. Others simply accept the name of any member wishing to be listed.

The Boston Chapter requests that members evaluate themselves. The chapter produces an annual table that includes the following information about each person listed as a substitute:

- Name
- Telephone number
- Denominational preferences
- AGO Certification
- Education
- Availability for interim work
- Other information (minimum fees, how far they'll travel, evening availability, whether or not they will play electronic instruments, etc.)

Each person also evaluates their skills, using the following codes:

1=strong skills 2=moderate skills 3=basic skills

- Conducting from the console
- Conducting from podium
- Directing children's choir
- Directing handbell choir
- Improvisation
- Transposition
- Play from figured bass
- Cantor for mass

AMERICAN GUILD OF ORGANISTS

2010 Salary Guide for Musicians Employed by Religious Institutions

Musicians with fewer than five years experience should be considered at the lower compensation levels; those with greater experience at the higher levels. Musicians with outstanding abilities or positions requiring exceptional performance may exceed the chart figures. Be sure your experience, background, education and certification have specific relevance to the employer.

The first figure in each box is the Base Salary (**Base**); the second figure represents benefits (**Ben**). Members should recognize that almost everything can be negotiable. Medical insurance, for example, may be less expensive for the employer to furnish than a specific salary request, and the cost of a private policy for the employee might exceed the difference between the salary offer and request. Compensation should equal the total compensation figure (**Total**).

Consult the AGO Model Contract Provisions www.agohq.org and other resources for negotiable terms and 'talking points.'

Approximate Size Of Position (Avg. hrs./wk.)	Doctorate in Organ or Sacred Music or FAGO Certificate	Master's Degree in Organ or Sacred Music or ChM or AAGO Certificate	Bachelor's Degree in Organ or Sacred Music or CAGO Certificate	Associate Degree Private Study/Etc. or Service Playing Certificate
Full Time (40 hrs.)	Base: \$60,836 - \$81,177 Ben: \$20,079 - \$26,790 Total: \$80,915 - \$107,967	Base: \$54,005 - \$72,116 Ben: \$18,363 - \$24,516 Total: \$72,368 - \$96,632	Base: \$47,469 - \$62,498 Ben: \$15,662 - \$20,625 Total: \$63,131 - \$83,123	Base: \$37,599 - \$50,409 Ben: \$12,788 - \$17,138 Total: \$50,387 - \$67,547
3/4 Time (30 hrs.)	Base: \$44,605 - \$60,836 Ben: \$16,067 - \$21,903 Total: \$60,672 - \$82,739	Base: \$39,643 - \$54,005 Ben: \$14,319 - \$19,444 Total: \$53,962 - \$73,449	Base: \$34,353 - \$47,469 Ben: \$13,051 - \$18,034 Total: \$47,404 - \$65,503	Base: \$27,685 - \$37,599 Ben: \$9,968 - \$13,531 Total: \$37,653 - \$51,130
1/2 Time (20 hrs.)	Base: \$32,473 - \$44,605 Ben: \$12,012 - \$16,505 Total: \$44,485 - \$61,110	Base: \$28,856 - \$39,643 Ben: \$10,678 - \$14,669 Total: \$39,534 - \$54,312	Base: \$24,953 - \$34,353 Ben: \$9,487 - \$13,051 Total: \$34,440 - \$47,404	Base: \$20,166 - \$27,685 Ben: \$7,465 - \$10,242 Total: \$27,631 - \$37,927
3/8 Time (15 hrs.)	Base: \$23,413 - \$32,473 Ben: \$9,137 - \$12,656 Total: \$32,550 - \$45,129	Base: \$20,876 - \$28,888 Ben: \$7,936 - \$10,973 Total: \$28,812 - \$39,861	Base: 18,111 - \$24,953 Ben: \$6,886 - \$9,482 Total: \$24,997 - \$34,435	Base: \$14,690 - \$20,166 Ben: \$5,432 - \$7,465 Total: \$20,122 - \$27,631
1/4 Time (10 hrs.)	Base: \$17,095 - \$23,413 Ben: \$6,328 - \$8,661 Total: \$23,423 - \$32,074	Base: \$15,039 - \$20,876 Ben: \$5,717 - \$7,936 Total: \$20,756 - \$28,812	Base: \$12,985 - \$18,111 Ben: \$4,935 - \$6,886 Total: \$17,920 - \$24,997	Base: \$10,592 - \$14,695 Ben: \$4,022 - \$5,585 Total: \$14,614 - \$20,280

It is the policy of the American Guild of Organists not to discriminate on the basis of sex, age, disability, race, color, religion, marital status, veteran's status, national or ethnic origin, or sexual orientation.

The figures in this salary guide represent a national average.

For assistance in calculating the difference in the cost of living between geographic areas please consult <http://www.bls.gov/news.release/pdf/ncspay.pdf>

The average pay relative nationally for all occupations and for each occupational group equals 100. (See table 1, Column 1 in the BLS Web site)

Example: The pay relative for "Minneapolis-St. Paul-St. Cloud, MN-WI" is 108 or 8% higher than the national average.
The pay relative for "Oklahoma City, OK" is 92 or 92% of the national average.

Thus, a job that might be rated for a total compensation of \$30,000 as a national average could be expected to offer a compensation package of \$32,400 in Minneapolis (108% of \$30,000) or \$27,600 in Oklahoma City (92% of \$30,000).

DUTIES OF THE CHAPTER EDUCATION COORDINATOR

The chapter's education coordinator is normally appointed by the dean (unless other provisions exist in your chapter's operating procedures), and serves for a term of either one or two years, subject to re-appointment. Although this is an optional office, it is strongly urged that chapters appoint an education coordinator whenever possible, to promote and develop the educational purposes of the Guild.

The duties of the chapter coordinator for education include the following:

1. To motivate chapter membership in continuing education activities.
2. To share AGO educational materials within the chapter.
3. To help establish a chapter library of AGO materials appropriate for the particular chapter.
4. To write short articles on AGO educational materials, workshops, and the AGO Professional Certification Program for chapter newsletters.
5. To organize study sessions with members for continuing education.
6. To speak regularly (and briefly) about educational resources and the educational progress of the chapter membership at chapter meetings.
7. To work closely with the chapter's coordinator for professional development.
8. To maintain contact with the regional educational coordinator for assistance and advice in carrying out the above duties.
9. To form a small committee for delegation of these duties when appropriate.

ADMINISTERING PROFESSIONAL CERTIFICATION EXAMINATIONS

The success of the Guild's Certification Program depends on the careful organization and fair and competent supervision of the examination process. The chapter dean, and/or local examination center's designated examination coordinator, is the person responsible for making certain that these procedures are followed scrupulously, with everything being done well, promptly, and with complete integrity and fairness to the candidates.

The following is a brief survey of the duties involved in administering certification exams. The *Manual of Procedure* for each examination should be consulted for complete information and a timeline of duties. For more information on the certification program see *AGO Certification - A Chapter Guide to Preparation, Promotion, and Participation*, available from National Headquarters.

Chapters designated as "Examination Centers" by National Headquarters may administer any exam or any portion of an exam. Regional councillors recommend specific chapters for this status. If you believe there is sufficient interest in your area to serve as an Examination Center, contact your regional councillor directly.

Some examinations may be administered by **any** chapter - with certain provisions. The Service Playing Test and the Colleague (CAGO) Examination may be given at any chapter that has access to an organ adequate for the repertoire and appropriate recording equipment. Use of a pipe organ is strongly recommended, but in certain cases electronic organs, or organs which combine ranks of pipes and digital components, may be used. The paperwork sections of the Fellowship (FAGO), Associateship (AAGO), and Choir Master (ChM) exams may be administered at any chapter. Practical portions (Section I) of these exams must be taken at Examination Centers.

Dates for administering the different exams vary. The Service Playing Test, for example, may be given at any time during a certain period, while the other exams have specific dates and times. Consult the current requirements for exact dates.

All expenses incurred by a chapter in administering CAGO, AAGO, FAGO, and ChM examinations are submitted for reimbursement to National Headquarters at the end of the testing period. There are no reimbursements for the Service Playing Test.

The chapter's examination coordinator (or dean) must be well acquainted with the **Professional Certification Requirements**, as printed in the July issue of THE AMERICAN ORGANIST (reprint available from Headquarters or on the Guild's Web site), to determine specific procedures and repertoire. Responsibilities of the coordinator include:

- ✓ publicizing the exams to chapter members
- ✓ securing adequate facilities
- ✓ appointing competent proctors and examiners
- ✓ scheduling practice time
- ✓ acquiring required music for examiners, test choirs, and accompanists
- ✓ securing recording facilities
- ✓ receiving the exams prior to the day
- ✓ coding, processing, and returning exams to Headquarters using a rapid delivery agency that provides a delivery receipt
- ✓ giving appropriate recognition to successful candidates

PROFESSIONAL CERTIFICATION REQUIREMENTS

The American Guild of Organists was chartered in 1896 by the Board of Regents, University of the State of New York, to administer a comprehensive series of examinations for professional certification. The Guild offers the following certifications:

- Service Playing Certificate (SPC)
- Colleague (CAGO)
- Choir Master (ChM)
- Associateship (AAGO)
- Fellowship (FAGO)

To obtain detailed requirements for each examination, contact National Headquarters.

Examination Date: see July TAO for specific dates.

SERVICE PLAYING TEST: October 1 through April 30.

COLLEAGUE EXAMINATION: Mid-November, Mid-May.

CHOIR MASTER EXAMINATION: (morning and afternoon) Early June.

ASSOCIATESHIP EXAMINATION: (paperwork section both mornings; organ playing one of the afternoons) Early June.

FELLOWSHIP EXAMINATION: (paperwork section both mornings; organ playing one of the afternoons) Early June.

Eligibility

It is not necessary to be a member of the AGO in order to take a certification examination.

The examinations may be taken in any order, except that the Associateship certificate must be acquired at least one year before the Fellowship examination may be taken.

Application Procedures

Service Playing Certificate Test

Write to National Headquarters for application forms and a manual of procedure. The completed application may be submitted between September 1 and March 1. Tests may be taken at any chapter where a suitable organ and recording equipment are available, since the test is recorded and the recording sent to National Headquarters for evaluation. Candidates desiring joint certification with the National Association of Pastoral Musicians should so indicate on their applications, and should note the specific requirements for NPM candidates in the Professional Certification Requirements. Candidates seeking joint certification must be members in good standing of NPM.

Colleague Examination

Write to National Headquarters for application forms and a manual of procedure after July 1 for the November exam, and after December 1 for the May exam. The completed application must be submitted by September 15 for the January exam, and by March 1 for the May exam. Exams may be taken where a suitable organ (not normally played by the candidate) and recording equipment are available, since the exam is recorded and the recording sent to

National Headquarters for evaluation. The Colleague examination may be taken in two sections: Items C1-C4, performance of repertoire, and Items 5-8, keyboard skills. As with the higher examinations, a CAGO candidate who takes the entire examination but fails to pass one of the two sections may retake that section at a later designated examination date. Candidates desiring joint certification with the National Association of Pastoral Musicians should so indicate on their applications, and should note the specific requirements for NPM candidates in the Professional Certification Requirements. NPM also requires a written test for Colleague candidates; instructions for this are available from NPM headquarters. Candidates for joint certification must be members in good standing of NPM.

Choir Master, Associateship, and Fellowship Examinations

Write to National Headquarters after January 1 for application forms and a manual of procedure. The completed application must be submitted by April 1. Both sections of these examinations (paperwork and tests at the organ) may be taken in the same year, or each section may be taken singly. If only the paperwork section is to be taken, the examination may take place at any chapter, since the papers are sent to National Headquarters for evaluation. But if the performance tests, or both sections, are to be taken, the examination must take place at one of the designated regional examination centers, since two examiners must be present to hear performance tests. A list of these examination centers will be sent with your application forms. The candidate may choose the center that is most convenient.

Examination Fees

Fees for each of the examinations are given along with the Professional Certification Requirements each July in *THE AMERICAN ORGANIST*.

Certificates

Choir Master, Associateship, and Fellowship certificates will be issued to those who obtain at least 50% of the points for each item and 70% of the total maximum marks in each section (i.e., performance and paperwork). In the case of the Colleague Examination, each section, and the Service Playing Test, the entire test, must be passed by the same minimum scores. Information on the purchase of academic regalia is available from National Headquarters.

Credit

Either or both sections of the Colleague, Choir Master, Associate, or Fellow Examinations may be taken on any designated examination date. Candidates who pass one section of an examination must pass the remaining section within five succeeding years. This ruling does not apply to those who passed one section prior to 1969.

Preparation

Examinations and solution booklets from previous years (see resource pages of TAO for cost), the *Examination Hymn Booklet*, and the current editions of the *Colleague Examination Study Guidelines* (\$20) and *Service Playing Test Study Guide* (\$20) may be obtained from National Headquarters. It is advisable, for practice, to work out a full set of paperwork tests within the limits specified before taking the Choir Master, Associateship, or Fellowship Examinations. For those taking the Colleague Examination and/or Service Playing Test, the respective study

guidelines offer comprehensive approaches for preparation.

Examination Work Sheets

Paper will be supplied for paperwork sections. For the Choir Master, Associateship, and Fellowship Examinations, no papers or books may be brought into the examination room. All candidates' answer sheets are retained at National Headquarters. Candidates for the Colleague Examination and Service Playing Test will receive judges' comments as a matter of course; candidates for the other examinations may obtain copies of judges' comments upon request.

Recommended Bibliography

A bibliography for examination study is available from National Headquarters upon request.

AGO Examination Prizes

The following prizes are awarded each year:

FAGO Prize—\$500, for highest overall score on the FAGO Exam (both sections).

AAGO Prize—\$400, for highest overall score on the AAGO Exam (both sections).

ChM Prize—\$400, for highest overall score on the ChM Exam (both sections).

S. Lewis Elmer Award—\$400, for highest overall score on any of the above three exams.

To qualify for any of these prizes, both sections of an examination must be taken in the same year, and the overall score must be at least 85%.

AGO CERTIFICATION EXAMINATION STUDY MATERIALS

National Headquarters makes available a number of publications that will help in preparing for the Guild's certification exams. These educational resources have been developed over the years by the Committee on Educational Resources and are valuable study aids. The selection below is a list of educational resources, which will be of particular use for those studying for service playing or colleague certification. They are listed each month in TAO and are available for purchase.

Professional Certification Requirements (Current Year)

Contains material published in the July issue of THE AMERICAN ORGANIST Magazine for the upcoming year (specifies times, fees, repertoire, and precise format for each exam given by the Guild). Free

Annotated Bibliography for Examination Preparation

A bibliography compiled to assist candidates in preparing for Guild examinations. Free

Examination Papers for previous five years

An indispensable method of exam preparation.

Colleague	(each year) \$5.00
Choir Master	(each year) \$5.00
Associate	(each year) \$5.00
Fellow	(each year) \$5.00

Solution Booklets for five previous years

(Indicate year when ordering; does not include CAGO)

Available only for the written portions of the ChM, AAGO and FAGO exams. A single booklet contains solutions to all three exams for a particular year. (each year) \$5.00

Service Playing Test Study Guide by Lester H. Groom (booklet and CD)

Although the stated goals of this guide are limited to preparation for a specific exam, candidates will gain much more than mere preparation. The Guide provides a thorough approach to understanding and performing any piece of music. It is never overly technical in its analysis, but succeeds in filling gaps in the musical knowledge of candidates with diverse backgrounds. Includes practical suggestions for performance, transposition, accompaniment, and hymn playing. The CD suggests what the pieces should sound like without being narrow in matters of interpretation. \$20.00

CAGO Study Guidelines by Max Miller, FAGO (1992) (booklet and cassette)

These guidelines contain a treatment of exam material similar to the *Service Playing Test Study Guide*. The book is thorough in its analysis of required repertoire and presupposes a disposition toward matters theoretical. \$20.00

Orgel Probe - Quiz Game

Test your knowledge with more than 500 questions and answers on 53 cards. \$6.00

<i>Preparing for AGO Examinations</i>		
Articles reprinted from THE AMERICAN ORGANIST.		\$10.00
<i>FAGO Ear-Training CD</i>		\$12.00
<i>AAGO Ear-Training CD</i>		\$12.00
<i>ChM Ear-Training CD</i>		\$12.00
	Set of three	\$30.00

Examination Hymn Booklet Free

Bibliography Free
 A bibliography to assist candidates in preparing for AGO examinations

The following AGO publications, while not dealing specifically with the Certification Program, will also be helpful in preparation for the exams.

A Mini-Course in Basic Organ Registration by Margot Ann G. Woolard, AAGO
 A comprehensive and concise guide to the mysterious art of organ registration. Ms. Woolard patiently introduces various types of organ sound and systematically leads the student into the world of solos and combinations. (booklet and CD) \$20.00

A Mini-Course in Creative Hymn Playing by John A. Ferguson
 Once you know the basics, the fun begins! This lively and informative resource provides a solid grounding for the organist seeking to improve congregational singing. The role of the organist as composer and improviser is explored in a way that will allow musicians to unleash their own creativity in the service of worship. (booklet and CD) \$20.00

A Mini-Course in Hymn Playing by Margot Ann G. Woolard, AAGO
 Good hymn playing is the primary criterion of an organist's success. This basic resource takes a keyboard player step by step towards this goal. Ms. Woolard stresses the role of the organist as editor and interpreter of the text and provides helpful guidelines for tempi, phrasing, and many other topics of interest for beginning and experienced organists. (booklet and CD) \$20.00

Accompaniment Adaptation Practicum
 An introduction to the challenges of adapting non-organ accompaniments to the organ. (booklet and CD) \$20.00

The *Three Mini-Courses* (listed above) and the *Accompaniment Adaptation Practicum* Reformatted for CD Set of 4 \$65.00

Service Playing Preparation Packet
 This collection of educational resources offers a comprehensive basis of study for service playing certification. It includes the study guide, 4 mini-courses, bibliography, examination hymn booklet, sight reading examples, and the "Happiness is Being Certified" CD, which introduces the exams and goals of certification.

**BUILDING CHAPTER MEMBERSHIP:
IDENTIFYING POTENTIAL MEMBERS
BY ARDYTH LOHUIS**

Recruiting new members should be an ongoing activity involving all current chapter members. Periodically your chapter should engage in special campaign activities to search out, contact, and enroll new members and to reinstate those who may have left the group. This campaign may rely on a core group for implementation, but needs the involvement of everyone for its greatest success.

Since membership in the AGO is open to all, the potential for growth is vast. Lovers of the organ and its music, students, choir directors, music committee personnel, clergy, organ sales and maintenance people, music dealers, spouses and partners of church musicians - all are potential active members of your chapter. Organists of all abilities and backgrounds are welcome. No examination is required for membership. It is important to stress the openness and willingness of the AGO to serve all who are interested. Their many talents, enthusiasm, and different perspectives will enhance your chapter.

You should work on two fronts simultaneously:

- Compile a data bank of prospects
- Gather materials for your mail promotion -
a letter of invitation that introduces the Guild and your chapter in particular membership brochures, back issues of THE AMERICAN ORGANIST, and a brochure or flyer summarizing your chapter's coming events and special services (placement, substitutes register, etc.)

On a map of your state, draw a circle with a 25-to-30 mile radius around your city or the main community in your area. If you live in a sparsely populated region, your circle should be larger. Your objective will be to identify every potential member within the circle. To make your list as inclusive as possible, use these resources for developing your list:

- ministerial associations
- diocesan, synodical, or conference offices
- councils of churches
- your local and state affiliates of the Music Teachers National Association (MTNA)
- local music clubs
- schools
- telephone company yellow pages
- AGO Headquarters

Using area phone books and the directories of the groups listed above, begin making a data file (on computer or cards) to include each individual's name, institutional affiliation, address, phone number, and role within the organization. Call organizational offices to get the names of

their musicians, clergy, and chairpersons of the music and personnel committees. Since you want your mail read, avoid sending mail addressed simply to “organist” or “minister.”

While you have the phone books in hand, make another list of all the music and CD retailers, church music-related businesses such as denominational bookstores, and organ and piano sales and maintenance firms. Some of their personnel will wish to affiliate with the AGO; all are helpful in distributing publicity for your meetings and special events. AGO Headquarters will provide address labels of lapsed Guild members and subscribers in your area at your request.

When you have compiled your lists, send an initial mailing directly to all prospective members. In your letter, introduce the Guild and its benefits and invite Guild membership. A slightly different letter should be sent to clergy. This letter will also introduce the Guild, but will stress the ways in which a chapter can benefit both musicians and the institutions they serve. A third letter might be developed for those who are music lovers but not institutional leaders. This letter would focus on the Guild’s educational and community services. All letters should include a membership application complete with chapter name and the name and phone number of your dean or membership director. Be positive and enthusiastic in all communications.

As soon as you receive a response, make person-to-person contact by phone or visit right away, both to extend a warm welcome and to arrange an “escort-host” for the next chapter event. Your escort may be someone whose residence is nearby and who will provide transportation as well as companionship. As host, your chapter member will take care to introduce the visitor to as many others as possible and make him or her feel welcome and at ease. A member of your executive or recruiting committee should do a telephone follow-up within a day or two of the event. Be sure to maintain contact with your prospect (even after dues are received); a phone call before the next meeting will help ensure a long relationship.

After a suitable time, you will want to make phone calls to those who did not reply in order to encourage attendance at your coming events and to answer any questions that might remain.

Letters alone, no matter how brilliantly written, can never replace the person-to-person approach. As part of your campaign, make an opportunity to reinforce with chapter members the positive roles they can assume in building a strong chapter.

Ardyth J. Lohuis is Professor of Music at Virginia Commonwealth University in Richmond and performs with her violinist colleague, Robert Murray, as The Murray/Lohuis Duo. She is a past dean of two different AGO chapters, a former Virginia State Chairman, and was a member of the national Committee on Chapter Development for several years. She was also the General Chairman for the Region III Convention in 1983, on the board of the 1995 Region III Convention, and has been involved in the Richmond Chapter’s Pipe Organ Encounters.

**ENERGIZING YOUR CHAPTER:
MEMBERSHIP RECRUITMENT AND RETENTION**
By Marianne Webb

Commit to Build

A chapter is built **member by member**. Each prospective member needs to become a major recruitment endeavor. This type of recruiting takes a special commitment of time and energy and is almost always accomplished one-on-one. The overall chapter recruitment effort ideally should be one member's responsibility, one person's obsession. Sometimes it takes several years to bring a person into a chapter. Never give up!

Establish a Goal

Set a membership goal and reach for it. Saying, "We really need to recruit some new members this year," will not be as effective as saying, "Let's strive for ten new members this year."

Maintain a Record

Keep a list of prospective members. Invite these people to organ recitals and chapter meetings, and especially to the receptions following these events. Social interaction can be a key factor in encouraging people to join.

Expand Recruitment Sources

Read the wedding announcements in the local newspaper for names of area organists. Note the people who attend organ recitals regularly. Bear in mind that not all members must be organists or choir directors. Some of the most loyal and hard-working chapter members are people who simply love organ and choral music but are not musicians themselves. Look for these people; they are not hard to find. They add a special dimension to a chapter and a viewpoint that is important.

Utilize Local Newspapers

Place announcements of chapter meetings, with a brief description of the evening's activities, in the local newspapers. Include in the release, "Visitors are welcome" or "Open to the public." When financially feasible, purchase newspaper ads for major events of interest to the general public.

Promote Recognition

Wear name tags at chapter meetings, particularly at the beginning of each season, that distinguish visitors from members. Be eager to extend the hand of fellowship to make each person sincerely feel special, wanted, and needed. These are the three keys to recruitment and retention.

Extend Borders

Don't limit your chapter recruiting to one geographical area. Think big and reach out as far as you can without infringing upon the territory of another chapter.

Develop Recruitment Mailings

The chapter recruitment mailing should include a cover letter, a membership form, a business reply envelope, and a calendar of events for the year.

A warm and informative cover letter is essential. Include in the letter a listing of some of the benefits of AGO chapter membership, such as:

1. A subscription to the chapter's monthly newsletter, as well as a listing in and a copy of the local membership handbook and directory.
2. Regular programs and workshops designed to increase members' knowledge and skills.
3. Regional and national conventions that provide educational opportunities and memorable musical experiences.
4. A subscription to THE AMERICAN ORGANIST, the most widely read journal devoted to organ and choral music in the world.
5. Networking and fellowship with local colleagues of all levels of interest and expertise.
6. Chapter placement services (and substitute organist listings) to keep members aware of employment opportunities.
7. Eligibility for outstanding AGO group insurance plans at competitive group rates: Catastrophic Major Medical, Disability Income, Term Life, Major Medical, Cancer, In-Hospital, and Long Term Care (Nursing Home).

Bring to the attention of prospective members who are currently serving a church that it is customary for churches to pay the annual dues for their musicians as a professional courtesy, in appreciation for their services, and to encourage their professional growth.

Fill out the membership forms as completely as possible **before** mailing them to prospective members. This takes a little time, but it is well worth the effort. Include a business reply envelope. Make it **as easy as possible** for that form to be returned to the proper person.

Mail an extra issue of THE AMERICAN ORGANIST under separate cover. People love to see and are impressed by our beautiful magazine! This also provides another opportunity to make a contact.

After a reasonable amount of time, telephone each prospective member to discuss the AGO. Follow-up telephone calls are important, as well as handwritten notes on the bottom of the dean's letters or the chapter newsletters. Leave prospective members on the chapter mailing list for several months after the initial contact.

Review Membership Options

The Chapter Friend Membership¹ is an option for those who are not organists or choir directors, but who wish to join a local chapter. These members do not receive

1.National Bylaws, Article VII, Section 3 (b): Chapter Friend Members shall consist of those individuals who (I) support the purposes of the Guild, (II) are not organists or choral conductors, and (III) have paid the dues and fees set by the Chapter. Chapter Friend Members shall require no election to membership and shall have no vote. The privileges of this class of membership shall be (I) participation in Chapter activities and (II) receipt of Chapter publications.

THE AMERICAN ORGANIST and cannot vote in National elections. While such memberships do not provide income for the National organization, they can increase support of local chapters.

Consider Sponsoring Members

In instances of severe financial hardship, it can be very rewarding for a member of the chapter to serve as a sponsor, paying someone's dues for a year, either anonymously or with the person's knowledge. This is an effective retention tool as well as a recruitment tool.

Consider Honorary Members

In many chapters, long-time members who have served faithfully for many years are honored by the status of Honorary Life Member. Under this arrangement, the chapter pays their dues (reduced, since these folks are usually over 65 years of age) for the rest of their lives.

Another type of honorary membership is that given to an outstanding musician who is not an organist - for instance, the conductor of your local symphony orchestra. It can certainly be worth the investment for your chapter to welcome such persons into membership. You show your support of their work and also introduce them to the (perhaps unfamiliar) world of the organ through their subscription to TAO.

Welcome New Members

After successfully recruiting a new member, send a warm letter of welcome. Work to make each person feel important and essential to the chapter. The retention of members is vitally important. Quickly add new members to your chapter's mailing list. Send them copies of your chapter's yearbook. Have someone in your chapter call and invite them to the next meeting. Be sure someone at that meeting is assigned to host them and introduce them to other members. Send information on each new member to your newsletter editor for inclusion in an upcoming issue. Make them welcome. They've made the decision to join your chapter. Now it's up to you to keep them.

Retention

Be sure the chapter programs meet the needs of the collective membership. Find out the needs of your chapter members, then seek to fulfill them. Programs must be interesting, appealing, organized, and exciting. Section III of this Handbook is an invaluable resource in planning your program year. USE IT!

Socializing is an integral activity of any chapter, but it cannot be the focal point. People will not drive 50-60 miles for a social gathering month after month, but they will drive that distance for a worthwhile program, and welcome the chance to stay a little while afterward to visit with each other. A time for fellowship is important, particularly in chapters where, because of geographical distance, members see each other only at meetings.

Make Members Feel Special

The following are a few ideas to help you retain members:

Have some officer or officers, if the chapter is large, go around to each member present at a meeting and extend the hand of fellowship. Make each person sincerely feel special, wanted, and needed.

Form a special concerns committee to call on members in the hospital or on those who are grieving. Send cards and notes to members who are ill or in sorrow. Recognize members who have received honors with congratulatory notes or cards.

Send out a monthly newsletter that is more than just a listing of events. It does not need to be long, but it does need to reflect the vitality, professionalism, and positive aspects of the chapter. (See Section III for suggestions regarding newsletters.) Members reading a monthly newsletter need to experience the same warmth, concern, and commitment they would feel at a meeting.

Allow no cliques to form. All members must be encouraged to share their experience with the others in the group.

Establish a telephone brigade or send emails to remind members of upcoming meetings, to encourage attendance, to see if anyone needs a ride, to learn of chapter member illnesses, or to call off a meeting because of inclement weather or some unforeseen circumstance.

Before the first meeting, send out a detailed calendar of events for the coming season, outlining for each member in a handy and accessible way the year's activities.

Approximately one week before the chapter deadline for renewal of dues, call all members who have not responded to remind them and to make a sales pitch, if necessary. It is always amazing how many people lose the form, forget the deadline, or think they have already returned it!

Do not charge chapter members to attend regular meetings. If admission must be charged for a special event (a recital, for instance), offer discounted tickets to members.

Be sure that thank-you notes go out after each meeting to 1) the person or persons who presented the program, 2) the people who provided the food, and 3) the church that hosted the meeting.

Encourage the participation and support of members' spouses and partners. Welcome them to meetings and invite them to the Christmas party, the May banquet, and the picnic. Their support is invaluable.

Marianne Webb is Distinguished University Organist at Southern Illinois University Carbondale and a well-known concert artist. In 1982, she founded the Southern Illinois Chapter, serving as Dean for six years and in a variety of other capacities. At the national level she has been active on the Task Force on Membership Development and Chapter Support, and the Committee on Educational Resources. She has performed recitals and given workshops at numerous AGO national and regional conventions.

100 WAYS TO ENCOURAGE AND MAINTAIN MEMBERSHIP IN YOUR AGO CHAPTER

1. Appoint a membership coordinator for your chapter.
2. Invite potential members to AGO concerts, programs, meetings and social events.
3. Include membership forms and addressed reply envelopes with recruitment mailings.
4. Include a list of coming chapter events in recruitment letters.
5. Send a chapter newsletter with each recruitment letter.
6. List chapter services in recruitment mailings: newsletter, placement, programs, conferences, work shops, networking, membership directory, fellowship.
7. List AGO services in recruitment mailings: THE AMERICAN ORGANIST; conventions; life, disability, and health insurance; retirement programs.
8. Prepare an attractive AGO display for membership recruitment.
9. Exhibit AGO and/or pipe organ display (including membership forms) at local libraries (public/school/college), chapter events, workshops presented by colleges and music dealers, and street fairs and malls.
10. Open all programs to the public.
11. Open membership to all interested lovers of music.
12. Open membership to businesses especially those with connections with churches and church music including music store staff, funeral directors, religious bookstore staff, organ sales and maintenance people, and handbell salespersons.
13. Open membership to choir directors and members.
14. Open membership to handbell directors and ringers.
15. Open membership to all organists, young and old, beginning and experienced, trained and untrained, practicing and retired, amateur and professional.
16. Open membership to students at all levels.
17. Open membership to church worship/music committees.
18. Open membership to the clergy
19. Compile data bank of the names of potential members including members of music and arts clubs, school music teachers, college professors, professional musicians, MTNA (Music

Teachers National Association) members, as well as all musicians and clergy at local churches.

20. Compile data bank of churches/synagogues addresses and send membership information to their musicians and clergy (Contact ministerial associations, diocesan lists, and yellow pages, for names wherever possible).
21. Invite lapsed members to renew with personal telephone calls.
22. Encourage dual memberships for members with seasonal presence.
23. Place prospective members on newsletter mailing lists for several issues.
24. Encourage the participation of members' spouses.
25. Emphasize AGO's unique qualities: services provided nowhere else.
26. Have members make announcements about AGO membership at conferences, clinics and workshops sponsored by music dealers, colleges, the chapter, and other music organizations.
27. Extend the chapter geographical area to the boundaries of neighboring chapters.
28. Welcome new members in newsletter.
29. Welcome new members with membership packet, including cover letter, recent newsletters, TAO's , current yearbook.
30. Welcome new members with escort/host at first AGO event.
31. Make AGO events free of charge, wherever possible.
32. Encourage churches to pay annual AGO dues for musicians.
33. Sponsor certain memberships: financial hardship, retirees, outstanding/visible local musicians.
34. Allow members to pay for membership in installments.
35. Make chapter programs varied and relevant and appealing to a broad range of people.
36. Make chapter programs educational.
37. Connect some social events to regular programs.
38. Establish a special concerns committee to send cards and/or to call on the hospitalized or the

grieving.

39. Establish a special concerns committee to recognize members' special accomplishments with cards/notes/newsletter briefs.
40. Publish a regular newsletter before each chapter event, if possible.
41. Include as much chapter information as possible in the newsletter-programs, concerts, minutes, new members.
42. Include as much arts community information as possible in the chapter newsletter: concerts, public radio (Pipedreams), public television programming.
43. Invite chapter members to volunteer for next year's committees by providing a Committee Volunteer Form in the newsletter.
44. Invite chapter members to volunteer for next year's committees by providing a Committee Volunteer sign-up sheet at the last meeting or two of the current year.
45. Invite chapter members to volunteer to participate in the presentation of next year's programs by providing a Program Volunteer Form in the newsletter.
46. Invite chapter members to volunteer to participate in the presentation of next year's programs by providing a sign-up sheet at the last meeting or two of the current year.
47. Form a telephone brigade to remind members of chapter events, encourage attendance, share rides.
48. Offer discounted tickets to members for any AGO event for which there is a charge.
49. Discourage exclusive behaviors of all kinds within the organization.
50. Address professional concerns issues - fees, salaries, contracts, job descriptions.
51. Survey chapter members regarding musical needs and interests.
52. Wear name tags at chapter meetings at the beginning of the season.
53. Have officers greet members at meetings and programs.
54. Say "thank you" to everyone verbally and in print, as often as possible.
55. Report chapter events to THE AMERICAN ORGANIST, using members' names where possible.
56. Maintain up-to-date and accurate membership mailing lists.

57. Write or call on inactive members periodically.
58. Involve members to whatever extent they are willing to be involved.
59. Recognize members who have reached milestone membership anniversaries.
60. Encourage individual members to pursue “pet projects” within the organization.
61. Encourage members to attend AGO regional and national conventions.
62. Send membership cards and directories to members early after the renewal/registration process.
63. Feature a “member of the month” in the chapter newsletter.
64. Involve local choral ensembles and their directors in chapter programs.
65. Provide master classes by guest recitalists for young organists.
66. Encourage members to present organ demonstrations and adult education forums within their congregations.
67. Involve church choirs in the presentation of large choral works and hymn festivals.
68. Provide workshops for rural church musicians.
69. Provide choral reading clinics for regional church choir directors.
70. Provide organ reading clinics for regional organists.
71. Establish a chapter handbell choir.
72. Establish a chapter choir.
73. Present some chapter programs in outlying communities.
74. Provide a speaker’s bureau for service clubs, Chamber of Commerce.
75. Present some chapter programs in unusual venues (nursing homes, libraries).
76. Establish a presence within the community through an annual fund drive.
77. Establish a presence within the arts community by writing grant proposals.
78. Establish a presence within the arts community by maintaining membership on the local arts council.

79. Establish a presence within the community by sending announcements of all chapter events to all community calendars, arts calendars, and newspaper calendars.
80. Cooperate with local colleges and schools in presenting concerts/recitals.
81. Cooperate with artist series (community, college, and church) in presenting concerts/recitals.
82. Establish rapport with local public radio and television stations.
83. Cooperate with civic choral ensembles and orchestras in the presenting of concerts/recitals.
84. Maintain a permanent address - post office box.
85. Seek advertising by businesses in chapter newsletters and directories.
86. Create an annual slogan or theme.
87. Develop a chapter logo and create a chapter banner.
88. Present organ demonstrations by members for school children.
89. Sponsor pipe organ encounters (POE) and/or organ academies for new/potential organists.
90. Sponsor recitals by keyboard students of area music teachers, especially members of AGO.
91. Cooperate and exchange programs with neighboring chapters.
92. Encourage school and college choirs to use organ accompaniments and to use churches with good organs for their concerts.
93. Compile data bank of potential donors - members, arts council mailing lists, donors to other arts organizations.
94. Compile data bank of potential concert/workshop attendees for publicity purposes.
95. Compile data bank of addresses of media for publicity purposes.
96. Announce AGO events in local newspapers (releases, interviews).
97. Use the electronic media to announce AGO events (public service announcements, interviews).
98. Offer free tickets to those in financial need - members and non-members alike.
99. Establish a chapter library and a chapter archives.
100. Appoint a chapter historian and a chapter photographer.

SAMPLE RECRUITMENT AND RETENTION LETTERS

(Originally written and designed by the Southern Illinois AGO Chapter; updated by AGO Headquarters 9/16/04)

SAMPLE INVITATION TO A PROSPECTIVE MEMBER

(CHAPTER LETTERHEAD)

(Date)

Dear _____:

We invite you to become a member of the (Chapter Name) AGO Chapter. We are professional and amateur organists, choral directors, and other musicians and clergy involved in church music - plus members who simply enjoy choral and organ music. We would be delighted to have you join us.

AGO chapter membership has many benefits. Among them are:

Fellowship: Each month there is a wonderful opportunity to interact with people who have concerns and interests similar to yours.

Programs: Our chapter is known for its excellent programs and workshops - all designed to increase members' knowledge and skills. As you can see from the enclosed calendar, we have a wide range of programs, recitals and worship opportunities scheduled for each month from July through June.

Information and Assistance: There are a variety of resources available to members: our monthly newsletter; the national publication - THE AMERICAN ORGANIST Magazine; eligibility for life, disability and health insurance plans; an AGO-sponsored credit card; certification; voting privileges; and more.

Conventions: Regional and national conventions provide educational opportunities and the chance to enjoy memorable musical performances.

Our Chapter is unique in its programming and is eager to reach out and warmly welcome anyone interested in organ, choral activities, and related music. We focus on serving our members and would like you to become one of us.

I hope you will seriously consider joining us and invite you to contact me if you have questions.

Sincerely,

(Name)

Membership Coordinator (or Dean)

(Telephone)

(E-mail)

Enclosures: THE AMERICAN ORGANIST and/or Chapter Newsletter
Chapter Programs
Membership Application

SAMPLE LETTER TO A NEW MEMBER

(CHAPTER LETTERHEAD)

(Date)

Dear _____:

Thank you for joining the (Name) Chapter of the AGO. We are delighted that you have chosen to be associated with us. Soon you will start to receive our Chapter's newsletter, and if you are a national voting member - THE AMERICAN ORGANIST Magazine will start in the coming months (guaranteed December through November).

We look forward to having you participate in our activities and to welcoming you personally at a meeting in the near future. Your Membership Card is enclosed along with last year's Membership Directory. You will receive the new directory when it is published.

Sincerely,

(Name)

Membership Coordinator (or Dean)

Telephone

E-mail Address

Enclosures: Membership Card
 Membership Directory

SAMPLE LETTER TO A CHAPTER FRIEND

(CHAPTER LETTERHEAD)

(Date)

Dear Chapter Friend,

We recently received your dues for the 20__-20__ year and note that you have chosen the membership category of Chapter Friend. We welcome you warmly to our chapter, but we want to make sure you understand that the category of Chapter Friend is an option available only to individuals who are not organists or choral conductors. As a friend of our chapter, you will not receive THE AMERICAN ORGANIST Magazine nor will you be eligible for any Guild benefits at the national level.

Voting membership in the Guild includes participation in all chapter and national activities and elections, eligibility for various insurance plans, a one-year subscription to THE AMERICAN ORGANIST Magazine, special rates for conventions, eligibility for a Guild sponsored credit card, and more.

We would like to ask you to reconsider joining our chapter as a full voting member. Your full membership will help our chapter and our organization to grow to be a stronger organization. Your support is greatly appreciated, and we look forward to an exciting year of local and national activities.

Sincerely,

(Name)

Membership Coordinator (or Dean)

Telephone

E-mail Address

SAMPLE LETTER TO A MEMBER OF THE CLERGY

(CHAPTER LETTERHEAD)

(Date)

Dear _____:

This letter is to encourage you to think about the important responsibilities your organist and choir director have in worship. The Psalms and other documents of the early church tell us of the important heritage of music in worship, a heritage that finds continued expression in Christian and Jewish traditions. It would be difficult for us to imagine a service that does not express our faith through music as well as the spoken word.

Many personal and professional skills are necessary to accomplish this important part of worship. Those skills are continually addressed by the American Guild of Organists, a non-denominational organization of more than 20,000 members whose vocation is a musical ministry in churches, synagogues and educational institutions throughout the United States. The AGO, through its distinguished monthly journal, *The AMERICAN ORGANIST MAGAZINE*, and a variety of programs and professional services at the local, regional, and national levels, meets the needs of people who select music, rehearse choirs, play hymns and other service music, and practice for hours each week to improve their craft.

Because your musicians provide a ministry in music by helping to proclaim and interpret scripture through their musical selections and performance, your entire congregation will benefit from the enhancement of your musician's personal and professional skills. Providing your church musicians with membership in the American Guild of Organists is an immediate way to recognize the importance of their professional growth and foster it at a very nominal cost.

Enclosed please find a membership brochure along with a sample of our local programs and workshops. A sample copy of *AMERICAN ORGANIST MAGAZINE* is available upon request.

We encourage you to support your musicians by motivating them to pursue a course of life-long learning as active members of the American Guild of Organists. Your commitment to your organist's professional career will provide lasting benefits to your congregation and ministry.

Sincerely,

(Name)

Dean or Membership Coordinator

Telephone

E-mail

Enclosures: Membership Brochure
Chapter Programs and Workshops

SAMPLE LETTER TO A RENEWING MEMBER

(CHAPTER LETTERHEAD)

(Date)

Dear Fellow AGO Member,

Enclosed is your membership card for the 20__ - 20__ year. We wish to thank you for renewing your membership so promptly. If you know of anyone interested in joining the Guild, please have them contact me, and I will be glad to forward to them information and an application form, etc. Since most people do not come to us, we must go to them. Reach out and invite a friend to an upcoming event.

The Program Committee has planned an interesting and exciting series of meetings, programs, and concerts for the coming year, which we invite you to attend.

I hope you are enjoying the summer and a brief respite from life's usual hectic pace. If I can ever be of any help to you, please do not hesitate to call.

Musically yours,

(Name)

Membership Coordinator (or Dean)

Telephone

E-mail Address

Enclosure: Membership Card

SAMPLE LETTER TO RECRUIT A FORMER MEMBER

(CHAPTER LETTERHEAD)

(Date)

Dear _____:

As a former member of AGO, you may recall many of the benefits of being part of the national organization and the (Name) Chapter. We have missed you. Briefly, I would like to review the benefits and specifically invite you to rejoin our Chapter. The benefits of membership include:

Fellowship: Each month there is a wonderful opportunity to interact with people who have concerns and interests similar to yours.

Programs: Our chapter is known for its excellent programs and workshops - all designed to increase members' knowledge and skills. As you can see from the enclosed calendar, we have a wide range of programs, recitals and worship opportunities scheduled for each month from July through June.

Information and Assistance: There are a variety of resources available to members: our monthly newsletter; the national publication - THE AMERICAN ORGANIST Magazine; eligibility for life, disability and health insurance plans; an AGO-sponsored credit card; certification; voting privileges; and more.

Conventions: Regional and national conventions provide educational opportunities and the chance to enjoy memorable musical performances.

This is an exciting and challenging time for the AGO, and we hope you will want to be a part of it. Please reinstate your membership now and at the same time renew your support of the American Guild of Organists.

We look forward to having you with us again.

Sincerely,

(Name)

Membership Coordinator (or Dean)

Telephone Number

E-mail Address

Enclosures: Chapter Programs
Membership Application

SAMPLE LETTER WELCOMING A NEW MEMBER

(CHAPTER LETTERHEAD)

(Date)

Dear _____:

We are delighted that you have chosen membership in the American Guild of Organists. We have processed your membership application and placed you on our mailing lists. We also have advised the AGO National Headquarters that you have joined the Guild, so you should soon begin receiving (name of Chapter newsletter), our (frequency) newsletter, and your monthly subscription to THE AMERICAN ORGANIST Magazine is guaranteed for twelve issues starting with the December issue and continuing through November of next year.

Please let us know your thoughts and feelings as you attend our programs and use our services. To acquaint you with the American Guild of Organists, we have enclosed some current materials. If you have any questions, give us a call, and we will do our best to respond promptly.

To acquaint our membership with you, we will be including your name as a new member in the next issue of (the Chapter newsletter). To assist us, could you please send a brief biographical sketch? I will follow that up with a phone call in the next couple of weeks.

If you have a special interest in working with a committee or have a special interest or training you would like to offer the Chapter, please let us know. We will grow and flourish because of the talents, generosity, and mutual support of all of our members.

We look forward to seeing you at our monthly events this year so that we can welcome you in person. Our next event is (program) on (date) at (location) beginning at (time).

Sincerely,

(Name)

Membership Coordinator (or Dean)

Telephone

E-mail Address

Enclosures: Membership Benefit Brochures
Chapter Newsletter

CHAPTER FINANCIAL MANAGEMENT

Responsible financial management of the chapter is of the utmost importance for the chapter's success in providing programs and services to its membership. Accounting for the chapter's funds need not be an onerous task, especially in a small chapter. Setting up and maintaining a sound financial system is the responsibility of the chapter officers and executive committee. Some chapters delegate this responsibility to a separate finance committee.

Some basic points of chapter financial management include:

1. **Accountability.**

Chapter members have both the need and the right to be informed regularly about the financial status of the group. Chapter treasurers should report current fund balances, income, and expenditures to the membership at business meetings.

2. **Authorization.**

The authority to approve an annual chapter budget and to authorize expenditures should rest with the executive committee of the chapter. Any departure from or adaptation of the chapter budget should be approved by the executive committee prior to the creation of additional financial obligations. A sample chapter budget follows.

One officer, most likely the dean or treasurer, should have authority to approve expenditures within the framework of the annual budget. He or she may do this by right of signing the checks for disbursement. Receipts should be required for all expenses, particularly those that involve reimbursement of an individual. Provision for dual signatures on checks over a certain amount (for example, \$75.00) may be made with the bank, to provide an additional measure of safety.

3. **Record Keeping.**

This includes the physical custody of the books and preparing the financial reports and statements. It helps if this task is given to someone in the chapter who has experience in bookkeeping or accounting. Otherwise, the chapter should consult a qualified individual at least annually to prepare accurate statements.

4. **Reporting to National Headquarters.**

When the fiscal year ends on June 30, each Treasurer should send a copy of the chapter's annual income and expense statement and balance sheet to National Headquarters. A sample income and expense statement and balance sheet follow.

The three sample forms are based, in part, on an actual AGO chapter's financial records. The budget categories are consistent throughout the samples, so you can compare the budgeted and actual figures to see how one chapter accounts for its finances throughout a given year. Following each sample form is a blank form to be copied and used by local chapters.

SAMPLE CHAPTER BUDGET

The individual line items included in a budget will depend on the needs of the chapter. The following sample budget lists income and expense items used by many chapters. The amounts allocated to each line should be determined in keeping with the chapter's recent financial history and also any new revenue sources or program expenses anticipated for the coming year. A blank budget worksheet appears on the next page.

CHAPTER BUDGET 2005-06 Fiscal Year (July 1, 2005 through June 30, 2006)

REVENUE	
Member Dues	\$7000.00
Newsletter Advertising	350.00
Mailing List Sales	25.00
Grants and Gifts	200.00
Ticket Sales	450.00
Savings Interest	45.00
Miscellaneous	-0-
Total Anticipated Revenue	\$8070.00
EXPENSES	
National Portion of Dues	\$3750.00
Honorary Member Dues	25.00
Newsletter	
Postage	370.00
Printing	800.00
Hospitality	200.00
Programming	2000.00
Professional Concerns/Education	100.00
Chapter Library	70.00
Administrative Costs	150.00
Publicity	100.00
AGO Annual Fund Contribution	100.00
Dean's Regional/National Convention Fund	100.00
Miscellaneous	-0-
Total Expenses	\$7765.00
Expected Excess Revenue over Expenses:	\$305.00

CHAPTER BUDGET WORKSHEET

CHAPTER AGO BUDGET
FISCAL YEAR: 20____ - ____
(July 1, 20____ - June 30, 20____)

REVENUE

Member Dues

\$ _____

Grants and Gifts

Ticket Sales

Newsletter Advertising

Mailing List Sales

Savings Interest

Miscellaneous

Total Anticipated Revenue

EXPECTED EXCESS REVENUE OVER
EXPENSES

\$ _____

EXPENSES

National Portion of Dues

\$ _____

Honorary Member Dues

Newsletter

Postage _____

Printing _____

Hospitality _____

Programming _____

P.C./Education _____

Chapter Library _____

Annual Fund Donation _____

Administrative Costs _____

Publicity _____

Dean's Convention Fund

Miscellaneous _____

Total Expenses _____

SAMPLE CHAPTER INCOME/EXPENSE STATEMENT

While the budget should reflect a chapter's anticipated financial needs for the coming year, no chapter spends or receives exactly as much money as planned. At the end of an accounting period (usually quarterly, but never less than annually), the treasurer should compile a statement of actual income and expenses so that the executive committee will be able to plan the next year's budget. A blank form for this statement is on the next page.

CHAPTER INCOME/EXPENSE STATEMENT

Year-Year Fiscal Year

(July 1, 20__ through June 30, 20__)

INCOME

Member Dues	\$6850.00
Newsletter Advertising	502.00
Mailing List Sales	30.00
Grants and Gifts	175.00
Ticket Sales	575.00
Savings Interest	43.21
Miscellaneous	12.65
Total Income	\$8187.86

EXPENSES

National Portion of Dues	\$3,447.00
Honorary Member Dues	22.00
Newsletter	
Postage	341.00
Printing	765.00
Hospitality	221.85
Programming	2560.43
Professional Concerns/Education	78.00
Chapter Library	55.50
Administrative Costs	175.00
Publicity	132.49
AGO Annual Fund Contribution	100.00
Dean's Regional/National Convention Fund	100.00
Miscellaneous	16.35
Total Expenses	\$8014.62

Excess Revenues over Expenses: \$173.24

CHAPTER INCOME/EXPENSE STATEMENT WORKSHEET

When the fiscal year ends on June 30, a completed copy of this form (or the form used by your chapter) should be sent to National Headquarters.

_____ CHAPTER AGO INCOME/EXPENSE STATEMENT
FISCAL YEAR: 20____ -
(July 1, 20____ - June 30, 20____)

INCOME

Member Dues \$ _____
Grants and Gifts \$ _____
Ticket Sales \$ _____
Newsletter Advertising \$ _____
Mailing List Sales \$ _____
Savings Interest \$ _____
Miscellaneous \$ _____
Total Income \$ _____

EXPENSES

National Portion of Dues \$ _____
Honorary Member Dues \$ _____
Newsletter \$ _____
Postage \$ _____
Printing \$ _____
Hospitality \$ _____
Programming \$ _____
P.C./Education \$ _____
Chapter Library \$ _____
Annual Fund Donation \$ _____
Administrative Costs \$ _____
Dean's Convention Fund \$ _____
Publicity \$ _____
Miscellaneous \$ _____
Total Expenses \$ _____

EXCESS REVENUE OVER EXPENSES
\$ _____

SAMPLE CHAPTER BALANCE SHEET

A balance sheet should show, as simply as possible, the status of a chapter's financial condition at the end of the fiscal year. It may be appended to the chapter's income and expenses statement. The equation to follow in balancing this statement is:

$$\text{ASSETS} = \text{LIABILITIES} + \text{FUND BALANCES.}$$

Assets consist of a chapter's liquid resources, such as bank accounts, plus the value of any property or materials owned by the chapter. Liabilities include any accounts payable or outstanding loans. Fund Balances are calculated by taking the fund balance from the previous balance sheet and adding the excess of revenue over expenses for the current year, resulting in a figure for the chapter's net worth. The total of liabilities + fund balances should match the total assets figure. A blank balance sheet is printed on the next page.

CHAPTER BALANCE SHEET

As of 30 June 2006

ASSETS	
Checking Account	\$348.00
Savings Account	\$500.00
Total Assets	\$848.00
 LIABILITIES	
First Presbyterian Church	\$100.00
A&B Printing	\$62.50
Total Liabilities	\$165.20
 FUND BALANCES	
Opening Balance (7/1/94)	\$509.56
Revenue over Expenses	\$173.24
Total Fund Balances	\$682.80
Total Liabilities and Fund Balances	\$848.00

CHAPTER BALANCE SHEET WORKSHEET

When the fiscal year ends on June 30, a completed copy of this form (or the form used by your chapter) should be sent to National Headquarters.

CHAPTER AGO BALANCE SHEET As of June 30, 20_____

<u>Assets</u> (all cash/property, etc)	<u>Liabilities</u> (outstanding bills/loans, etc)
Checking Account \$ _____	_____ \$ _____
Savings Account \$ _____	_____
Total Assets \$ _____	_____
	Total Assets \$ _____

		<u>Fund Balances</u>
(This fund = the previous year's "Total Fund Balances" amount)		Opening Balance (7/1/____) \$ _____
(This figure comes from the current year's income/expense statement)		Revenue over Expenses \$ _____
		Total Fund Balances \$ _____
TOTAL ASSETS \$ _____		TOTAL LIABILITIES + FUND BALANCES \$ _____

The above two figures should balance.

Remember: ASSETS = LIABILITIES + FUND BALANCES

TAX-EXEMPT STATUS AND TAX FILING REQUIREMENTS

The AGO is a not-for-profit, educational organization, chartered by the Board of Regents of the University of the State of New York and incorporated in 1896. The AGO was granted tax-exempt status by the Internal Revenue Service in September 1955 under section 501(c)(3) of the Internal Revenue Code.

Because of its structure, the AGO has been granted a “Group Exemption.” The National Headquarters is listed with the IRS as the primary exempt body, and the chapters are listed as “subordinate units” that share this tax-exempt status.

Our Group Exemption Number (GEN) is 1109. This number has been assigned to the entire AGO to identify our group of organizations. We are also classified as 509(a), “not a private foundation.”

Please Note:

Upon request, National Headquarters will issue a packet consisting of a letter from the Executive Director attesting to your chapter’s relationship with the national organization, a copy of the AGO Bylaws and copies of the appropriate IRS exemption letters. You may be asked to provide this documentation of your chapter’s 501(c)(3) tax-exempt status if your chapter is applying for a state/local tax exemption, a foundation grant, or a bulk-rate mailing permit. The Bylaws are included in Section I of this *Chapter Management Handbook*. Copies of the IRS exemption letters are in this section.

Some misconceptions: Our not-for-profit, tax-exempt status does not mean that a chapter cannot have excess income over expenses. Surplus funds may be held and invested, so long as the funds and the income from them are used for the educational purpose for which we have been chartered. Admission “donations” may certainly be collected at events sponsored by chapters. It is not against Guild policy. Admissions are an important part of the earned income of all major not-for-profit arts organizations.

STATE AND LOCAL TAX EXEMPTION

The above information applies only to the federal aspect of a chapter’s tax-exempt status. Exemption from state and local taxes (generally income and sales taxes) must be obtained by each chapter individually. State laws vary widely as to what types of organizations are eligible for exemption. Consult your state tax department for information and an application. National Headquarters can provide the documentation you may need for these applications (see note above).

TAX RETURNS

If your chapter's gross income during the tax year was less than \$25,000, you do need to file an electronic notice called Form 990-N. Form 990-N is an electronic postcard that is simple and easy to complete. The due date for the e-Postcard is the 15th day of the 5th month following the close of the fiscal year (by November 15). For more information about Form 990-N, go to www.irs.gov or contact the Membership Department at AGO National Headquarters.

If your chapter's gross income during the tax year was more than \$25,000, you will need to file IRS Form 990 (Return of Organization Exempt from Income Tax). You should consult an accountant or tax specialist to prepare this return. This report is due three months and 15 days after the end of the fiscal year (by October 15).

FEDERAL EMPLOYER IDENTIFICATION NUMBER (EIN)

Every organization “doing business” must have a Federal identification number, called an Employer Identification Number (or EIN). AGO chapters, while not usually employers, need this number for identification in the files of the IRS. It is usually required by banks when applying for checking and savings accounts. This number is for identification purposes only. It is the corporate version of a social security number. In itself, it has nothing to do with the tax-exempt status of the Guild. Each chapter must obtain its own EIN.

Please check your records to see if they list your chapter’s EIN. If you can’t find such a number, contact the Membership Coordinator at National Headquarters to find out what it is. If your chapter is new, or for some other reason does not have an EIN, you will need to apply for one.

To apply for an Employer Identification Number, request a copy of IRS Form SS-4 from your IRS Service Center. A copy of this form is later in this section , filled out for a typical AGO chapter. When you receive your new EIN from the IRS, 1) inform Headquarters immediately and 2) retain the number in the chapter’s permanent files, which are passed on to new officers as they are elected.

CHAPTER LIABILITY INSURANCE

As liability insurance rates have increased dramatically in recent years, many organizations have cut their costs by not including the use of their facilities by outside groups in their liability insurance coverage. Such facilities, which your chapter may wish to use for program events (churches, school facilities, and concert halls) will require that your chapter carry its own liability policy for such events. Proof of such insurance will be required before use of space is approved.

The Guild has a group Chapter Liability Insurance Plan covering all AGO chapters. The plan is administered by Old National Insurance. The plan covers all chapter activities, including regional conventions.

The policy provides the following comprehensive coverage:

- Claims for bodily injury or property damage
- Claims for personal injury, such as libel, slander, defamation of character, false arrest, etc.
- Claims alleging host liquor liability when alcohol is served
- Claims involving use of automobiles not owned by the chapter, but used for official chapter business on an excess basis.
- Claims alleging failure to render professional health care services by nonprofessional individuals

The Plan pays complete legal defense costs and settlement costs if a coverage charge is brought against your chapter - whether it results in a lawsuit, court judgment, or even out-of-court settlement.

Your chapter, its leaders, and any member acting on behalf of the chapter are covered under this comprehensive Chapter Liability Insurance Plan. The plan provides up to \$1,000,000 per occurrence and a \$2,000,000 annual aggregate to each chapter. There is no deductible.

If your chapter is told by a church or facility that it must provide proof of insurance before scheduling an event there, contact Melody Hoerl, 260-625-7216, <melody.hoerl@oldnationalins.com>, or Dawn Pequignot, 260-625-7212, <dawn.pequignot@oldnationalins.com>, the AGO representatives at Old National Insurance.

Ours has been described as a litigious age, in which everybody sues for everything. They don't always win, but it is good to know that your chapter is covered in case of accident or injury to anyone attending a chapter event. For additional information on this subject, call National Headquarters.

**CHAPTER REQUEST FOR CERTIFICATE OF INSURANCE
CHAPTER/CLUB LIABILITY PLAN**

Name of Chapter: _____

Name of Officer/Member requesting certificate: _____

Mailing Address (with C/S/Z): _____

Telephone number(s): _____

Name of event or function you are hosting: _____

Is this event sponsored by your chapter? YES NO

What will your chapter's function actually be for the event? _____

Location of the event or function: _____

Date of the event or function: _____

Facility that is requesting proof of chapter liability coverage: _____

Address to whom the certificate should be mailed: _____

Is facility requesting to be named as an additional insured? YES NO

Is this facility the property owner where event is being held? YES NO

If no, please explain _____

Signature _____ Date _____

Please mail completed form to:

Old National Insurance, Attention: Tom VanDyck
1111 Chestnut Hills Parkway, P.O. Box 1705
Fort Wayne, IN 46801-1705
Phone 260-625-7221
Fax 260-625-7525

AGO NATIONAL FUNDS

In December 1982, the Guild established the *AGO Annual Fund* to generate contributions beyond dues from individual members, chapters, and businesses in fields related to organ and choral music. Moneys raised through the Annual Fund support the general operating expenses of the national organization. Thanks to the generosity of thousands of individuals, chapters, and businesses that contribute to the Annual Fund each year, the day-to-day challenges of the Guild are better met, and our financial foundations are strongly reinforced.

The American Guild of Organists' lively concern for education and outreach prompted the formation of the *AGO Endowment Fund* in 1994. The purpose of this fund is to expand programs for leadership development among AGO members, educate new organists, and cultivate new audiences for organ and choral music. Contributions to the Endowment Fund are invested in perpetuity to produce continuing income support for the Guild's educational programs and projects. As of May 31, 2006, the Endowment Fund account value was \$1,137,214.

The *AGO New Organist Fund* was established in 1993 to support Guild programs dedicated to developing a new generation of organists. Inaugural contributions to this fund were made in honor of three extraordinary leaders of the Guild: M. Searle Wright, FAGO; Roberta Bitgood, FAGO, CHM; and Leslie P. Spelman, FAGO. Today, the New Organist Fund shelters both permanently restricted gifts to named scholarships, and restricted gifts for the support and development of new organists. Each year, this fund provides scholarship assistance for talented POE participants. Many young, aspiring organists benefit from this fund each year, some who otherwise would be unable to attend a POE. As of May 31, 2006, the New Organist Fund account value was \$227,489.

As of May 31, 2006, 13 permanently endowed scholarships have been created. Total contributions to each named scholarship are listed below. Scholarships are awarded annually from each with a minimum total balance of \$10,000 or more.

Charlene Brice Alexander Scholarship	\$10,000
Philip E. Baker Scholarship	\$15,395
Robert S. Baker Scholarship	\$13,850
Seth Bingham Scholarship	\$12,115
Clarence Dickinson Scholarship	\$11,105
Virgil Fox Scholarship	\$ 3,890
Philip Hahn Scholarship	\$22,139
Charles Henderson Scholarship	\$14,625
Alfred E. Lunsford Scholarship	\$41,418
Ruth Milliken Scholarship	\$ 9,080
Ned Siebert Scholarship	\$20,445
Morgan and Mary Simmons Scholarship	\$21,585
Martin M. Wick Scholarship	\$11,000

The Nita Akin Competition Fund was established in 1984 to support the ongoing operations of the National Young Artists Competition in Organ Performance (NYACOP). It is a permanently restricted fund. Eighty percent of the earnings of this fund is available for use each year. The remaining 20% is reinvested. Nita Akin is remembered as a devoted teacher and one of the early American pioneers in the field of organ performance. A student of Charles Courboin, she taught hundreds of students during her long and distinguished career as organist at the First Methodist Church in Wichita Falls, Tex., and as professor of organ at Midwestern University. Nita was a selfless, inspiring giver, never charging any student for the lessons she gave. As of May 31, 2006, the Nita Akin Competition Fund account value was \$73,183.

IRS DETERMINATION OF TAX-EXEMPT STATUS

U.S. TREASURY DEPARTMENT

Washington 25

Office of
COMMISSIONER OF INTERNAL REVENUE

September 29, 1955

Address reply to
Commissioner of Internal Revenue
Washington 25, D.C.

and refer to T:R:PEO:SRD

American Guild of Organists
630 Fifth Avenue
New York 20, New York

Gentlemen:

Consideration has been given to the evidence submitted for use in further considering your status for Federal income tax purposes. You request in effect that you and your subordinate chapters be held exempt from Federal income tax under Section 501(c)(3) of the Internal Revenue Code of 1954.

You have also submitted a list, in triplicate, showing the names and addresses of the new subordinate chapters chartered by you during the year 1954. It is not shown that any chapters have been discontinued.

Our records show that in a ruling dated January 10, 1949, which affirmed a ruling of September 20, 1937, it was held that you are not entitled to exemption from Federal income tax under section 101 (6) of the Code of 1939, but are exempt under section 101(7) of the 1939 Code. Your subordinate chapters chartered prior to 1954 were held to be exempt under section 101(7) of the 1939 Code in supplemental rulings dated January 12, 1951, April 14, 1952, March 12, 1953, and April 7, 1954.

It is our opinion, based upon the evidence now submitted, that beginning September 24, 1954, the date of the amendment to your charter, you and your subordinate chapters, including those chartered in 1954 and shown on the list submitted with the affidavit executed by your President on February 10, 1955, are entitled to exemption from Federal income tax as organizations described in Section 501(c)(3) of the 1954 Code, as it is shown that you and your subordinate local chapters are organized and operated exclusively for educational purposes. The above-mentioned rulings dated September 20, 1937, January 10, 1949, January 12, 1951, April 14, 1952, March 12, 1953, and April 7, 1954, are modified accordingly.

You and your subordinate chapters are not required to file income tax returns so long as there is no change in the character, purposes or method of operation of your organization or of

such subordinate chapters. Any such changes should be reported immediately to the National Office of the Internal Revenue Service in Washington, D.C., in order that the effect of the changes upon your present exempt status or that of the chapters may be determined.

However, you and your subordinate chapters are required to file annually, information returns on Form 990A, with the District Directors of Internal Revenue for the respective districts in which located so long as this exemption remains in effect. This form may be obtained from the District Director and is required to be filed on or before the fifteenth day of the fifth month following the close of the respective annual accounting periods.

Contributions made to you and your subordinate chapters, beginning September 24, 1954, are deductible by the donors in computing their taxable income in the manner and to the extent provided by the section 170 of the 1954 Code.

Bequests, legacies, devises or transfers, to or for your use or the use of your subordinate chapters, beginning September 24, 1954, are deductible in computing the value of the estate of a decedent for estate tax purposes in the manner and to the extent provided by sections 2055(a) and 2106(a) (2) of the Code of 1954. Gifts of property to you or your subordinate chapters, beginning September 24, 1954, are deductible in computing gifts for gift tax purposes in the manner and to the extent provided in section 2522(a) and (b) of the 1954 Code.

No liability is incurred by you or your subordinate chapters for the taxes imposed under the Federal Insurance Contributions Acts (social security taxes) unless waivers of exemption have been filed in accordance with the applicable provisions of such Act. In the event social security coverage is desired for your employees or those of your subordinate chapters or you or such chapters have any questions relating to the filing of waiver of exemption certificates, the matter should be taken up with the District Directors of Internal Revenue for the respective districts.

You should continue to furnish the National Office of the Internal Revenue Service in Washington, D.C., annually, on the calendar year basis, lists, in duplicate, showing only the names and addresses of any new subordinate chapters chartered by you during the year and the names and addresses of any subordinate chapters which for any reason have ceased to exist. These lists should be accompanied by a statement sworn to by one of your principal officers as to whether the information heretofore submitted by you is applicable in all respects to the new chapters appearing on the lists, and should be forwarded so as to reach the National Office not later than February 15 of the following year.

Your request for admissions tax exemption under section 4233(a)(1)(ii) of the Code will be made the subject of a separate communication.

The District Directors of Internal Revenue for the districts in which you and your chapters are located are being advised of this action.

Very truly yours,

(Signed) P. Henry Needham

Chief, Pensions and Exemption
Organizations Branch

Internal Revenue Service

Department of the Treasury

District
Director

P.O. Box 1680, GPO Brooklyn, N.Y. 11202

Date: OCT 02 1984

American Guild Of Organists
815 2nd Avenue
New York, NY 10017Person to Contact:
Mrs. E. Casa
Contact Telephone Number:
(212) 330-7411

Re: 13-0431730

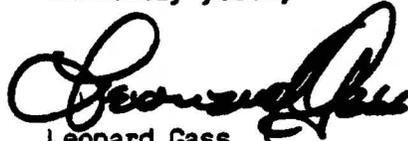
Dear Sir or Madam:

- Reference is made to your request for verification of the tax exempt status of American Guild Of Organists.

A determination or ruling letter issued to an organization granting exemption under the Internal Revenue Code of 1954 or under a prior or subsequent Revenue Act remains in effect until exempt status has been terminated, revoked or modified.

Our records indicate that exemption was granted as shown below.

Sincerely yours,



Leonard Gass
District Disclosure Officer

Name of Organization: American Guild Of Organists

Date of Exemption Letter: September, 1955

Exemption granted pursuant to 1954 Code section 501(c)(3) or its predecessor Code Section.

Foundation Classification (If Applicable): Not a private foundation as you are an organization described in section 509(a)(1) of the Internal Revenue Code.

Form **SS-4**
(Rev. July 2007)

Application for Employer Identification Number

OMB No. 1545-0003

Department of the Treasury
Internal Revenue Service

(For use by employers, corporations, partnerships, trusts, estates, churches, government agencies, Indian tribal entities, certain individuals, and others.)

EIN

▶ See separate instructions for each line. ▶ Keep a copy for your records.

Type or print clearly.	1 Legal name of entity (or individual) for whom the EIN is being requested Chapter, American Guild of Organists	
	2 Trade name of business (if different from name on line 1)	3 Executor, administrator, trustee, "care of" name Name of Dean
	4a Mailing address (room, apt., suite no. and street, or P.O. box) Official Chapter Address	5a Street address (if different) (Do not enter a P.O. box.)
	4b City, state, and ZIP code (if foreign, see instructions)	5b City, state, and ZIP code (if foreign, see instructions)
	6 County and state where principal business is located	
	7a Name of principal officer, general partner, grantor, owner, or trustee Name of Dean	7b SSN, ITIN, or EIN
8a Is this application for a limited liability company (LLC) (or a foreign equivalent)? <input type="checkbox"/> Yes <input type="checkbox"/> No		8b If 8a is "Yes," enter the number of LLC members ▶
8c If 8a is "Yes," was the LLC organized in the United States? <input type="checkbox"/> Yes <input type="checkbox"/> No		
9a Type of entity (check only one box). Caution. If 8a is "Yes," see the instructions for the correct box to check.		
<input type="checkbox"/> Sole proprietor (SSN) _____ <input type="checkbox"/> Partnership _____ <input type="checkbox"/> Corporation (enter form number to be filed) ▶ _____ <input type="checkbox"/> Personal service corporation _____ <input type="checkbox"/> Church or church-controlled organization _____ <input checked="" type="checkbox"/> Other nonprofit organization (specify) ▶ Educational Org. _____ <input type="checkbox"/> Other (specify) ▶ _____		
<input type="checkbox"/> Estate (SSN of decedent) _____ <input type="checkbox"/> Plan administrator (TIN) _____ <input type="checkbox"/> Trust (TIN of grantor) _____ <input type="checkbox"/> National Guard <input type="checkbox"/> State/local government <input type="checkbox"/> Farmers' cooperative <input type="checkbox"/> Federal government/military <input type="checkbox"/> REMIC <input type="checkbox"/> Indian tribal governments/enterprises Group Exemption Number (GEN) if any ▶ 1109		
9b If a corporation, name the state or foreign country (if applicable) where incorporated	State New York	Foreign country
10 Reason for applying (check only one box)		
<input type="checkbox"/> Started new business (specify type) ▶ _____ <input type="checkbox"/> Hired employees (Check the box and see line 13.) <input type="checkbox"/> Compliance with IRS withholding regulations <input type="checkbox"/> Other (specify) ▶ _____		
<input type="checkbox"/> Banking purpose (specify purpose) ▶ _____ <input type="checkbox"/> Changed type of organization (specify new type) ▶ _____ <input type="checkbox"/> Purchased going business <input type="checkbox"/> Created a trust (specify type) ▶ _____ <input type="checkbox"/> Created a pension plan (specify type) ▶ _____		
11 Date business started or acquired (month, day, year). See instructions. Date of Chapter Charter		12 Closing month of accounting year June
13 Highest number of employees expected in the next 12 months (enter -0- if none).		14 Do you expect your employment tax liability to be \$1,000 or less in a full calendar year? <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No (If you expect to pay \$4,000 or less in total wages in a full calendar year, you can mark "Yes.")
Agricultural 0	Household 0	
15 First date wages or annuities were paid (month, day, year). Note. If applicant is a withholding agent, enter date income will first be paid to nonresident alien (month, day, year) ▶ N/A		
16 Check one box that best describes the principal activity of your business.		
<input type="checkbox"/> Construction <input type="checkbox"/> Rental & leasing <input type="checkbox"/> Transportation & warehousing <input type="checkbox"/> Accommodation & food service <input type="checkbox"/> Wholesale-agent/broker <input type="checkbox"/> Real estate <input type="checkbox"/> Manufacturing <input type="checkbox"/> Finance & insurance <input checked="" type="checkbox"/> Other (specify) Education		
17 Indicate principal line of merchandise sold, specific construction work done, products produced, or services provided. Education; organ and choral music		
18 Has the applicant entity shown on line 1 ever applied for and received an EIN? <input type="checkbox"/> Yes <input type="checkbox"/> No If "Yes," write previous EIN here ▶ (usually "no")		
Third Party Designee	Complete this section only if you want to authorize the named individual to receive the entity's EIN and answer questions about the completion of this form.	
	Designee's name	Designee's telephone number (include area code) ()
	Address and ZIP code	Designee's fax number (include area code) ()
Under penalties of perjury, I declare that I have examined this application, and to the best of my knowledge and belief, it is true, correct, and complete.		Applicant's telephone number (include area code)
Name and title (type or print clearly) ▶ Name, title of officer		(Officer's phone)
Signature ▶ Officer's Signature		Applicant's fax number (include area code) ()
Date ▶ Date		

For Privacy Act and Paperwork Reduction Act Notice, see separate instructions.

Cat. No. 16055N

Form **SS-4** (Rev. 7-2007)