



Policies and Procedures
JUNE 2023

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AHS, Inc.
Policies and Procedures
June 2023

SECTION I - THE ORGANIZATION

Please refer to the AHS Bylaws, Article I.

SECTION II – MISSION AND PURPOSE

Please refer to the AHS Bylaws, Article II.

Mission Statement

The mission of the American Harp Society is to celebrate our legacy, inspire excellence, and empower the next generation of harpists.

Purpose

The Society exists to cultivate, promote, and sustain the harp and its history; to provide inspiration for and resources to programs that support the mission of the Society, and to foster an appreciation for the rich legacy of and future possibilities for the harp.

SECTION III - MEMBERSHIP

Please refer to the AHS Bylaws, Article III.

The Society maintains two types of memberships: dues-paying, designated as Voting or Active memberships, and Honorary memberships.

Voting or Active memberships are those requiring dues. Membership dues are received by the Membership Secretary. Upon receipt of dues, verification of membership will be forwarded to the member. Active membership status continues as long as the dues are paid. The Membership

Secretary reviews membership status on an ongoing annual, rotating, basis. Dues reminder notifications are communicated to every member based on their membership renewal date.

The Executive Committee makes recommendations for Honorary memberships to the Board of Directors. Upon approval by the Board, Honorary members will be notified. Honorary members receive all rights and privileges accorded dues paying members, save for voting rights. Honorary members may not vote, and may not hold elected office.

SECTION IV - GOVERNANCE

Please refer to the [AHS Bylaws, Article IV](#).

Board of Directors

The fundamental authority within the Society is vested in its elected representation, the Board of Directors. In the minutes of the 1969 Annual Meeting of Members, Article 5 of the Certificate of Incorporation of The American Harp Society, Inc. was amended to provide that the number of Directors shall be not less than eighteen (18) nor more than thirty (30). The quorum for all meetings of the Board shall be one half (1/2) of the Board members.

Policies governing election to the Board of Directors can be found in Section VIII.

The Board of Directors reviews the actions of the Executive Committee at least annually. It is the duty of the Board to ensure that the aims and purposes of the Society are accomplished. The Board receives and acts on committee reports and recommendations from the Executive Committee.

Any action required or permitted to be taken by the Board or any committee thereof may be taken without a meeting if a majority of the entire membership of the Board or committee consents in writing to the adoption of a resolution authorizing the action. All such written consents will be filed in the minutes of the Board or committee.

New Board members are seated with full voting rights and privileges at the meeting immediately following the Annual Membership Meeting. New (Non-seated) Board members attending Board meetings prior to the Annual

Membership Meeting may be recognized by the Chairman and may speak after all members wishing to speak have spoken.

Directors and Officers of the American Harp Society are not compensated for their time serving the Society. Executive Committee members are reimbursed for travel and double occupancy lodging expenses for the mid-year Executive Committee Meeting. Travel expenses for the Executive Director are paid in full for the mid-year Executive Committee meeting, and for the national Board meetings.” Board of Directors and ex-officio members may be allotted up to \$300 for travel expenses to attend national Executive Committee and Board meetings.

The Board by a two-thirds vote may remove from office any Officer or Director who is unable to attend meetings or perform the duties of the office when, in the judgement of the Board, the effectiveness of the Society is impaired.

Officers

The Board shall elect biennially from among its membership six (6) Officers; President, First Vice-President, Second Vice-President, Secretary, Treasurer, and Chairman of the Board. The Chairman will preside at meetings of the Board. The President will not serve more than two consecutive terms.

See Appendix C: Executive Leadership for officers’ duties.

See Article VIII Elections.

The Executive Committee

The Executive Committee acts on behalf of the Board between the regular meetings of the Board to maintain responsible stewardship of the Society’s resources, and ensure a sound administrative structure. The actions of the Executive Committee are reviewed annually by the Board of Directors. The Executive Committee consists of the President, two Vice Presidents, Treasurer, Secretary, and the Chairman of the Board. Three additional members of the Board of Directors are appointed by the Chairman in consultation with the President. One of the appointed members serves as an assistant to the Secretary.

The Executive Committee also serves as the Audit Committee for the Society. For additional information, see Audit Committee in Appendix D: Committees, Programs, and Liaisons.

The quorum of the Executive Committee is five (5) members.

Within seven (7) days following approval and receipt of the minutes of an Executive Committee meeting, the Executive Director will post the minutes to the Society's website.

Any action required or permitted to be taken by the Executive Committee may be taken without a meeting if a majority of the entire membership of the Executive Committee consents in writing to the adoption of a resolution authorizing the action. All such written consents shall be filed in the minutes of the Executive Committee.

SECTION V - MEETINGS AND COMMITTEES

Please refer to the AHS Bylaws, Article V.

For additional information see Appendix D: Committees, Programs and Liaisons.

All chapters and committees will meet regularly or as often as business may require.

Any Active member or active chapter may propose new business to the Board of Directors and/or the Executive Committee. Proposed new business must be received in writing by the Chairman of the Board no later than thirty (30) days prior to the scheduled meeting.

Annual Membership Meeting

There will be an annual meeting of the membership of the Society for the conduct of such business as may be referred to the membership by the Board of Directors and/or the Executive Committee. Each active member may vote in person or by proxy, except for the election of the Board of Directors, which will be conducted as provided in AHS Bylaws, Article VIII, Section 2.

The Annual Meeting of the Membership of the Society will be held on such date in each calendar year, and at such place, as fixed by the Board of Directors and/or Executive Committee, and is stated in the notice of meeting. All business transacted at the Annual Membership meeting will follow the process outlined in Section V, above.

Special Meetings

For special meetings, notice will be given not less than ten (10) nor more than forty (40) days before the meeting to each member entitled to vote. The notice of a special meeting may be given by postal mail or electronic mail.

Special meetings of the Board of Directors or the Executive Committee may be called by the President, or any Vice-President, and will be held on such date and hour and at such place as fixed by the persons calling the meeting and stated in the notice or waiver of notice of the meeting. A copy of the notice of any such meeting will be given personally not less than five (5) nor more than twenty (20) days before the meeting to each person entitled to vote at such meeting.

Special meetings may be conducted by electronic means provided that simultaneous aural communication is possible among all participants.

Advisory Committees

Committee Chairs are appointed by and serve at the pleasure of the President, subject to approval of the Board and/or Executive Committee. Each committee will be composed of at least three persons, including the Chair of the Committee.

Ongoing Committees

The Chapter, Financial Investment Advisory, Governance, Membership, and Nominating committees will be maintained for the purpose of handling the continuing work of the Society. Specific duties for each committee can be found in Appendix D: Committees, Programs, and Liaisons. Each committee will be composed of no fewer than three persons, one of whom one will be the chair of the committee.

Any action required or permitted to be taken by the Ongoing Committees may be taken without a meeting if a majority of the entire membership of the committee consents in writing to the adoption of a resolution authorizing the action. All such written consents will be filed in the minutes of the committee.

Chapter

The duties of this committee include all matters pertaining to the formation and development of local chapters.

Financial Investment and Advisory (FIAC)

The Financial Investment and Advisory Committee provides counsel and aid to the AHS Treasurer on financial matters. This committee convenes quarterly to review the direction of the Financial Advisors managing the AHS investments and may also perform other duties as directed by the AHS EC or Board. The Treasurer serves ex officio on the Financial Investment and Advisory Committee.

Refer to policies of the FIAC in Appendix D: Committees, Programs, and Liaisons.

Governance

This committee decides questions of procedure pertaining to the business of the Society.

Membership

This committee promotes membership growth and retention.

Nominating

For additional information see Appendix D: Committees, Programs, and Liaisons.

Ad-hoc committees

The President with the approval of the Executive Committee and/or the Board of Directors may, as needed, appoint Ad-hoc committees for the purpose of completing specific projects or tasks.

Quorums

The President, in conjunction with the Chairman of the Board and Secretary, takes a roll call at the beginning of each Board of Directors and Executive Committee meeting. If no quorum can be reached the official meeting is dissolved. Once a quorum is assured, the meeting will be called to order. The Secretary is responsible for maintaining the quorum count throughout the meeting. The Secretary announces verbally to the meeting when the

quorum is no longer in effect, at which point the meeting is adjourned. There is no motion for adjournment: once a quorum is no longer in effect any action taken is rendered moot.

SECTION VI – REGIONS

Please refer to the [AHS Bylaws, Article VI](#).

For additional information see Appendix E: Regions and Chapters.

The regional structure was created to encourage communication and collaboration among and between chapters. Regional Directors are elected to the Board of Directors from among the membership in their respective regions. As elected representatives from the regions to the Board, the Regional Director is expected to meet the obligations of election, and adhere to all policies pertaining to service on the Board of Directors. The term of office for the Regional Directors is three years. Directors may serve for no more than two consecutive terms.

The Regional Director acts as the representative from the Region to the Society. The Regional Director brings concerns from the regional chapters and membership to the Board, and from the Board to the chapters and membership, maintaining open communication regarding Society policy and initiatives.

The duties of the Regional Director include attending all meetings of the Board of Directors and acting as the conduit, on behalf of the chapters, in informing and mentoring them in ways they may access programs of the Society, develop unique and appropriate ways to implement the mission of the Society in their local programming, and promote, through written and online communications the activities of the chapters and individual members of the Society.

For detailed processes related to sustaining the policies of the Regional Director positions, see Appendix E: Regions and Chapters.

SECTION VII – CHAPTERS

Please refer to the [AHS Bylaws, Article VII](#) for policies regarding chartering, governance, and membership requirements for chapters.

For information on the policies about changing the name, jurisdiction, or status of a chapter, see Appendix E: Regions and Chapters.

The Society will encourage and aid in the establishment and chartering of local Chapters within each of the several regions.

Chartering a Chapter

A minimum of six Voting (active, in good standing) members of the American Harp Society must indicate their desire to form a chapter by coming together and submitting their names, addresses, and signatures to the Chapter Committee on the appropriate form. The completed application will include:

- Proposed officer positions and election procedures. (See Appendix E: Regions and Chapters.)
- Proposed chapter name
- Proposed geographic area to be under the jurisdiction of the chapter
- Proposed chapter bylaws

Upon approval by the Executive Committee and the Board of Directors, a charter will be prepared and forwarded to the President of the new chapter. Each chapter is entirely free to operate according to the needs and interests of its membership and community, subject to the provisions of the Bylaws of the American Harp Society.

A chapter charter is not transferable, and upon dissolution of a chapter its charter must be surrendered to the Society. (See Appendix E: Regions and Chapters for further information.)

Charters may be withdrawn by the Board of Directors in the interest of the Society.

Governing Documents

Chapters will adopt bylaws consistent with the Society's Bylaws. The Society has provided a template for creating chapter bylaws, including detailed information on the process for submitting and approving chapter bylaws. See the Society's website for more information.

Chapters will elect such officers as may be necessary or desirable, but not less than a President, a Vice-President, and a Secretary-Treasurer.

The authority and powers of each Chapter is limited by the Bylaws of the Society, and by the acts of the Board of Directors.

Membership

All active members of the Society are eligible for membership in local chapters. Active membership in local chapters is contingent upon payment of such dues as are assessed by the chapters.

Chapters may establish and collect annual dues not in excess of the amount of national Society dues. Chapter dues are to be expended solely on behalf of the chapter and in pursuit of the aims and purposes of the Society. **No chapter shall have the power to contract any financial obligations on behalf of the Society.**

Active membership may be transferred from chapter to chapter within the membership year without payment of additional dues.

Active chapter members who are active members of the American Harp Society have the right to serve as officers of a chapter, and exercise chapter voting privileges. Chapter members who are students of national members, immediate family members of local chapter members, and honorary members as defined by the Bylaws of the Society may not vote or hold chapter office.

SECTION VIII - ELECTIONS

Please refer to the [AHS Bylaws, Article VIII](#).

For additional information see Appendix C: Executive Leadership and Appendix D: Committees, Programs, and Liaisons - Nominating Committee.

Election to serve on the Board of Directors will be completed by the membership of the Society. Election to a position of Officer within the Society will be completed by the members of the Board of Directors. Regional Directors will be elected by the members of their respective regions. Active members as defined in Section III, Membership are eligible to vote.

The President appoints the members and the Chair of the Nominating Committee, subject to approval by the Executive Committee. The Nominating Committee will consist of five (5) members: one member from

the Presidential Advisory Committee; one out-going member of the Board of Directors who is not eligible for re-election; one Executive Committee member who is preferably out-going and not eligible for re-election; and two (2) additional members with thought given to geographical representation.

Society members nominate candidates for consideration online and by posted mailings. Nominations received by November 30th in any given calendar year are forwarded to the Chair of the Nomination Committee. Once a slate of eligible and willing candidates is identified by the Nominating Committee and reviewed by the Executive Committee, the Executive Director prepares a ballot, including candidates' biographies and personal statements. Notification of voting by secret ballot is communicated to the membership.

The Executive Director is appointed to oversee receipt and tabulation of secret ballots. To maintain a system of checks and balances, ballots shall be tabulated by more than two (2) people.

Once elections are completed and ballots tallied, the results will be published to the membership. Newly elected members of the Board of Directors will meet with the President and Chairman of the Board in preparation for their service.

Nominations for Officers

The election of officers is held at the Board meeting immediately following the Annual Membership Meeting. Nominations from the floor may be entertained, and all policies outlined in Nominating Committee and Elections in Appendix D: Committees, Programs, and Liaisons will be in force. Candidates under consideration for election will recuse themselves from the meeting and from voting.

SECTION IX - PARLIAMENTARY PROCEDURE

Please refer to the [AHS Bylaws, Article IX](#).

SECTION X - AMENDING THE BYLAWS

Please refer to the [AHS Bylaws, Article X](#).

Policy: The Bylaws of the American Harp Society, Inc. may be modified by a vote of the AHS membership or by a vote of the AHS Board of Directors. Amendments may be proposed by the Board of Directors, the Executive Committee, or by a written proposal signed by at least five (5) percent of the total AHS membership. An amendment will be approved when it has received a two-thirds majority of the total votes cast.

Procedure: Any constituent outlined in the policy (above) may submit a proposed amendment to the Bylaws to any member of the Governance Committee of the Society. The Governance Committee meets to review the amendment and to make a recommendation to the Executive Committee and/or the Board, as appropriate. Upon the recommendation of the Governance Committee, the Executive Committee and/or the Board of Directors enters the proposed amendment into discussion as a motion on the floor. Following a period of public debate on the proposed amendment, the Board of Directors will consider the amendment as an action item. The proposed amendment will be approved when it has received a two-thirds majority of the total votes cast.

SECTION XI – CONFLICT OF INTEREST

Please refer to the [AHS Bylaws, Article XI](#).

At its meeting in June of 1967, the Board of Directors stated that, “The members of the AHS depend, as do those of other professional societies, upon the supporting services of a variety of business activities for the proper conduct of their affairs. It is the official policy of the AHS to welcome the cooperation of these supporting businesses. However, we shall resist all external pressures, from whatever source, to influence our policies and activities.”

The Conflict of Interest policy as stated in the current Bylaws of the AHS, Inc., says, “Any person serving as an elected representative of the Society is required to disclose a conflict or potential conflict of interest that may be at odds with the charitable purposes of the Society.”

Purpose

The purpose of the Conflict of Interest Policy is to protect the Society’s interest when it is contemplating entering into a transaction or arrangement that might financially benefit the private interest of an interested person of the Society. In addition to business transactions, Board members related to

other Board members and/or Board members being considered for employment are also considered conflicts of interest.

The policy is designed to ensure that all institutional decisions are made solely to promote the best interests of the Society without favor or preference based on personal considerations, and to reflect the highest standards of ethical behavior, integrity, and public responsibility. This policy is intended to supplement, but not replace any applicable New York State or federal laws governing conflicts of interest applicable to nonprofit and charitable Corporations.

Duty of Loyalty and General Requirements

1. **The Law.** Conflict of interest statutes are contained in the New York Not-for-Profit Corporation Law and focus primarily on the duty of loyalty of Board of Director (“Board”) members. This duty broadly commands Board members and Officers to be faithful to the Society’s best interests and to refrain from using their Society position or knowledge to advance a personal agenda at the Society’s expense.

2. **Basis of Decisions.** All institutional decisions are to be made solely to promote the best interests of the Society without favor or preference based on personal considerations, and to reflect the highest standards of ethical behavior, integrity, and public responsibility, the Society’s Officers, Board members, and employees should not be allowed to participate actively or aggressively as advocates in their own behalf (or on behalf of other organization’s in which they have a personal interest). Similarly, Officers, Board members, or employees may not obtain for themselves, their relatives, or their friends a material benefit of any kind from their association with the Society, or from the knowledge gained therefrom. The fairness of transactions involving potential conflicting interests is usually analyzed by comparing them with similar transactions negotiated by parties dealing at “arm’s length” - that is, parties that have no other relationship and are presumed to base their decisions on rational economic interests.

3. **Confidential Information.** In addition, one of the Society’s most valuable assets is its confidential information. The security and integrity of all confidential data must be diligently protected. Accordingly, Officers, Board members, and employees should not disclose or use any confidential information involving the Society for personal benefit or for non-Society related purposes.

Definitions

1. Interested Person. Any Director, Officer, member of a committee with broad delegated powers, or administrator, who has a direct or indirect financial interest, as defined below, is an interested person. If a person is an interested person with respect to any entity related to the Society, he or she is an interested person with respect to the Society.

2. Financial Interest. A person has a financial interest if the person has, directly or indirectly, through business, investment or family:

- a. an ownership or investment interest in any entity with which the Society has a transaction or arrangement;
- b. a compensation arrangement with the Society or with any entity or individual with which the Society has a transaction or arrangement; or
- c. a potential ownership or investment interest in, or compensation arrangement with, any entity or individual with which the Society is negotiating a transaction or arrangement.

3. Compensation. Compensation includes direct and indirect remuneration as well as gifts or favors that are substantial in nature.

Disclosure

1. Duty to Disclose. In connection with any actual or possible conflicts of interest, an interested person must disclose the existence and nature of his or her financial interest and all related material facts on a disclosure statement that must be updated annually. Any conflicts must be presented to the Directors and members of committees with Board delegated powers to consider the proposed transaction or arrangement.

The law does not require a prohibition of all conflicts of interests. Rather, the goal is to permit the Society to manage conflicting interests successfully and to reach optimum decisions with knowledge of the conflicts. Accordingly, so long as transactions are disclosed to the Board, and the transactions are believed to be in the best interests of the Society, they may lawfully be undertaken.

2. Determining Whether a Conflict of Interest Exists. After disclosure of the financial interest and all related material facts, and after any discussion with the interested person, the interested person shall leave the Board or committee meeting while the determination of such conflict of interest is discussed and voted upon. The remaining Board or committee members shall decide if a conflict of interest exists.

3. Procedures to Address Conflict of Interest. The following procedure will be taken:

- a. An interested person may make a presentation at the Board or committee meeting, but after such presentation, he or she shall leave the meeting during the discussion of the transaction or arrangement that results in the conflict of interest.
- b. If, during the discussion, the President of the Board or the Governance Committee finds it appropriate, a disinterested person or committee may be appointed to investigate alternatives to the proposed transaction or arrangement.
- c. After exercising due diligence, the Board or committee will determine whether the Society can obtain a more advantageous transaction or arrangement with reasonable efforts from a person or entity that would not give rise to a conflict of interest.
- d. Following the discussion and at the point of a call for the question, if a more advantageous transaction or arrangement is not reasonably attainable under circumstances that would not give rise to a conflict of interest, a vote may be taken on the original presentation.

4. Compensation Matters

- a. A voting member of the Board who receives compensation, directly or indirectly, from the Society for services is precluded from voting on matters pertaining to that member's compensation. A person related to such member is also precluded from voting on that member's compensation.
- b. A voting member of any committee whose jurisdiction includes compensation matters and who receives compensation, directly or indirectly, from the Society for services is precluded from voting on matters pertaining to that member's compensation. A person related to such member is also precluded from voting on that member's compensation.
- c. No voting member of the Board or any committee whose jurisdiction includes compensation matters and who receives compensation, directly or indirectly, from the Society, either individually or collectively, is prohibited from providing information to any committee regarding compensation.
- d. Employees are prohibited from serving on the Board.

5. Violation of Conflict of Interest Policy.

- a. If the Board or a committee has reasonable cause to believe that a member of the Board, committee, Officer or employee of the Society has failed to disclose actual or possible conflicts of interest, it shall inform the person of the basis of such belief and afford the person an opportunity to explain the alleged failure to disclose.
- b. If, after hearing the response of the person and making such further investigation as may be warranted in the circumstances, the Board or

committee determines that the person has in fact failed to disclose an actual or possible conflict of interest, it shall take appropriate disciplinary and corrective action, including termination from employment, volunteer status, or a request for resignation from the Board.

Compliance

1. **Signed Conflict of Interest Statement.** Each Director, Officer, Group Coordinator and/or Chair of a committee with Board delegated powers will annually sign a statement which affirms that such person:
 - a. has received a copy of the conflicts of interest policy,
 - b. has read and understands the policy,
 - c. has agreed to comply with the policy, and
 - d. understands that the Society is a charitable Society and that in order to maintain its federal tax exemption it must engage primarily in activities which accomplish one or more of its tax-exempt purposes.

2. **Signed Conflict of Interest Disclosure.** Board and staff members must:
 - a. complete and submit annually a Conflict of Interest Disclosure form to the Executive Director. Said form will list any and all additional employment/business relationships or transactions that are or could be considered a conflict of interest, and
 - b. provide written information immediately throughout the year of any additional employment or business relationships or transactions that develop that are or could be considered a conflict of interest.

3. **Document Procedure and Retention.**
 - a. Conflict of Interest and Disclosure forms will be circulated to the Board by April 1st each year, Completed forms must be returned to the Executive Director no later than May 1st.
 - b. The Executive Director will review the forms and inform the Executive Committee of any potential conflicts of interest by the Board that should be reviewed and discussed at the May meeting of the Executive Committee. Said review and discussion may result in requesting a Board member to recuse him/herself from any discussion, deliberations, and/or decision-making that may be deemed a potential, perceived, or real conflict of interest. A conflict of interest may result in removal from the Board if it cannot be corrected.
 - c. The Executive Director will review the forms and disclosures regarding any potential conflicts of interest on the part of the staff annually, during their annual review. In the case of staff members who may have additional employment/relationships that may impact the staff member's ability to perform his/her Society duties or responsibilities or any potential or

perceived negative impact that may affect the Society will be addressed by the Executive Director. Typically, the staff member will be notified within one week of receipt with a determination of whether their submission is deemed a conflict of interest. The staff member will then have two weeks to address any concerns cited and to resolve conflicts in order to maintain employment with the Society.

4. The Board of Directors will oversee and review the Executive Director's Conflict of Interest and Disclosure Statement annually and make any needed recommendations accordingly per the above.

5. All Conflict of Interest Statements that are signed by staff members will be kept in their personnel files. All volunteer Conflict of Interest Statements will be kept with the volunteer records. All Conflict of Interest Statements that are signed by Board members will be kept in the files of the Executive Director.

Records of Proceedings

1. The minutes of the Board and all committees shall contain the following information:

- a. the names of the persons who disclosed or otherwise were found to have a financial interest in connection with an actual or possible conflict of interest;
- b. the nature of the financial interest;
- c. any action taken to determine whether a conflict of interest was present
- d. the Board's or committee's decision as to whether a conflict of interest in fact existed;
- e. the names of the persons who were present for discussions and votes relating to the transaction or arrangement
- f. the content of the discussion, including any alternative to the proposed transaction or arrangement; and
- g. a record of any votes taken in connection with the matter.

Periodic Reviews

To ensure that the Society operates in a manner consistent with its charitable purposes and that it does not engage in activities that could jeopardize its status as a Society exempt from federal income tax, periodic reviews will be conducted.

1. The periodic reviews will, at a minimum, include the following subjects:

- a. Whether compensation arrangement and benefits are reasonable and are the result of arm's length bargaining.
- b. Whether any arrangements with outside service organizations conform to written policies, are properly recorded, reflect reasonable payments for goods and services, further the Society's charitable purposes and do not result in impermissible private benefit.
- c. Whether agreements with other organizations or employees further the Society's charitable purposes and do not result in impermissible private benefit.

2. In conducting the periodic reviews provided for the above, the Society may, but need not, use outside advisors. If outside experts are used, their use shall not relieve the board of its responsibility for ensuring that periodic reviews are conducted.

de minimis

Due to the environment where the investment portfolio for the Society is so vast, nothing in this policy shall be deemed to require an owner of less than one percent (1%) of the common stock of a publicly traded corporation during the preceding five (5) years to make disclosure if such corporation is involved in a transaction with the Society.

SECTION XII – DISSOLUTION

Please refer to the [AHS Bylaws, Article XII](#).

APPENDIX A: POLICY MAINTENANCE PROCEDURES

In order for the Society to maintain an ongoing and accurate record of policy, establish a routine for dissemination of policy information, and to clarify methods for making changes and/or additions in policy to the policy documents, the following procedures are adopted. The President, Chairman of the Board, Governance Committee Chair, Secretary, and Executive Director will annually review the Policies and Procedures documents.

1. Following the approval of minutes and pertinent documents by the Executive Committee and/or Board the Chairman of the Board will forward all pertinent materials to the Executive Director. The Executive Director coordinates the dissemination of the materials.

2. The Executive Director in consultation with the Chairman of the Board maintains the existing compilation of policies and will annually make available the updated Policies and Procedures document created through action of the Board of Directors.

All new Board Members will receive access to a copy of the Policies and Procedures document.

APPENDIX B: BOARD OF DIRECTORS, ROLES AND RESPONSIBILITIES

Governance and Oversight

The fundamental authority within the Society is vested in its Board of Directors. In Board meeting #185, June 2016, the Board of Directors approved setting the membership of the Board to twenty-one (21) Directors: twelve (12) Director-at-Large and one (1) Director from each of the nine (9) regions. There are six (6) officers elected by the Board of Directors from among the membership are the President, First Vice President, Second Vice President, Secretary, Treasurer, and the Chairman of the Board.

A Board member's term of service begins with the first Board meeting following the Annual Meeting of the membership. A member-elect of the Board may be invited to participate in meetings as a non-voting member, at the discretion of the President and Chairman of the Board.

Role of the Board of Directors (BOD)

[From AHS Bylaws, Article IV, Governance)

The governance of the Society is entrusted to the elected representatives: the Officers, Executive Committee, and Board of Directors. The elected representatives are responsible for discharging the mission and vision of the Society to the benefit of the membership by promoting programming that benefits the membership; responsible stewardship of Society funds and property; and for determining Society policy.

Responsibilities of Directors

Members elected to serve on the Board of Directors will be asked to discharge the responsibilities of elected representation through active and informed participation in Board activities. Traditional responsibilities include attending the annual meetings of the Board; reading documentation and participating in discussions and decisions of the Board; establishing organizational priorities to ensure effective strategic and long range organizational planning; determining and monitoring the Society's programs and services; enhancing the Society's public image; carrying out Board financial, legal and public responsibilities; overseeing the organization's compliance with legal regulations, licensing and other standards; exercising approval of outside counsel; overseeing the management of staff and contractors including, but not limited to, compensation, hiring, evaluation, and/or termination; and overseeing the organizational financial structure,

procedures and activity.

Responsibilities of Directors may be found in Appendix G: Documents, Forms and Reports.

Meetings

The Board traditionally meets tri-annually: in the Summer in conjunction with the national event; in the Fall and Spring via video conference; and, if necessary additionally via video conference. A sample schedule for the meetings held at the national event can be found in Appendix G: Documents, Forms and Reports.

Making Meetings Work

Effective meetings require planning and preparation in advance for all involved. The presiding officer is responsible for setting an agenda in advance. Meetings are scheduled as required by the Bylaws and/or are necessary to ensure that the needs of the Society are met.

Board members should have a working knowledge of the Society Bylaws; be prepared to discuss scheduled subjects on the daily agenda; be prepared to engage in the debate of motions on the agenda by being well informed; focusing remarks on the consequences of the pending motion; focusing on the issues and addressing all remarks to the Chair of the meeting. Members are encouraged to refrain from debating with other members, or speaking adversely on prior actions (not pending). Prepared remarks are allowed, with the permission of the assembly. Members are encouraged to facilitate the business of the assembly and by refraining from engaging in ancillary conversation during the course of Board debate.

Parliamentary Procedure

The American Harp Society, Inc. follows parliamentary procedure and is governed by the current edition of Robert's Rules of Order in all cases in which said rules are applicable and in which they are consistent with the Society Bylaws and any special rules of order the Society may adopt.

Parliamentary procedure exists to facilitate the orderly transaction of business within a meeting, and to provide a framework within which debate, discussion, and decision might be accomplished. All members of the Board have the right to make motions, speak in debate, and vote. Parliamentary procedure recognizes the rights of the majority and the minority.

Action items require a quorum before voting can proceed.

It is the responsibility of the presiding officer to ensure members understand the immediately pending question, and what the effect of their vote will be.

Members will be recognized by the presiding officer in order to be assigned the floor, in a debate. The presiding officer will ensure that all members wishing to speak have had their first opportunity to do so, prior to recognizing a speaker for the second time.

The presiding officer is impartial and only votes when his or her vote affects the outcome or when the vote is by ballot.

The Standard Order of Business generally includes:

- Presentation of the minutes of the last meeting.
- Reports of Officers, Boards, and Ongoing Committees.
- Reports of Special (Select or Ad Hoc) Committees.
- Special Orders.
- Unfinished Business and General Orders.
- New Business.

Additional agenda items can be added as needed.

Handling of a motion. Members submit formal motions to the presiding officer and Secretary for inclusion with the meeting notice; otherwise members are free to make motions under the appropriate class of business in the agenda, including new business. The presiding officer will order that any lengthy motion, or motion which might have to be paraphrased, be submitted in writing.

Disposing of a motion. A member makes a motion. The motion is seconded by another member. The presiding officer states the motion to begin discussion of the motion. Following the call for the question, the presiding officer reminds members of the effect of their vote and puts the motion to a vote. The wording used in calling the question for a vote is definitive and is recorded as such in the minutes of the meeting. The result of the vote is announced and the motion is either adopted or lost.

Considerations for structuring a motion.

- Specifying the precise time frame or designation for the motion.
- Considering the effects of the motion on long-term Society policy.

- Using concise and objective language to specify actions.
- Avoiding use of modifying clauses and adjectives within a specific action.
- Using official titles of positions or committees.
- Using specific monetary amounts rather than percentages.
- Include supporting rationale separate from the motion.
- Include all relevant wording if past actions or guidelines are referenced so context is clear.

Common Secondary Motions. The following are some common motions used:

- Amend. A motion used to change the wording of a pending motion.
- Voting by ballot. A motion to vote by ballot.
- Previous Question. A motion to end debate and vote now.
- Postpone Indefinitely. A motion used to postpone consideration of a pending motion to a later time in the same meeting or the next meeting if the next meeting will be held within a quarterly time interval.
- Commit or Defer. A motion to a matter or motion to a committee for further study and to report back with a recommendation.
- Rescind or Amend a Previously Adopted Motion. A motion used to rescind or change something that was adopted by a previously adopted motion.

Common Parliamentary Procedures. The following are some common parliamentary procedures:

- A Point of Order is used to call the presiding officer's attention to a violation of the rules of the Society. The Point of Order is ruled on by the presiding officer, subject to appeal.
- A Point of Information is used to ask a question to the presiding officer about the pending question or matter.
- A Parliamentary Inquiry is used to ask the presiding officer a question concerning the assembly's rules.

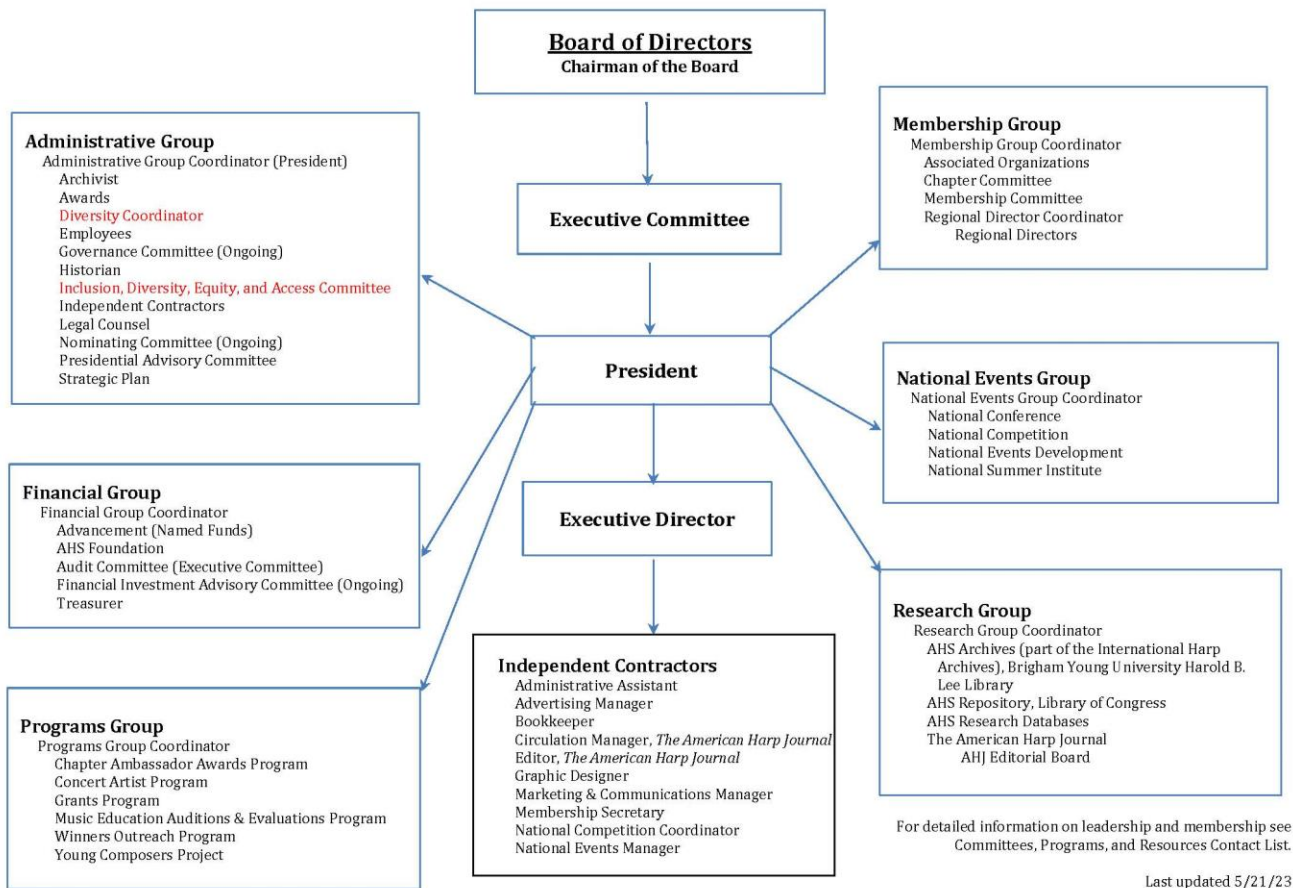
Virtual Meetings. If remote-conference meeting (e.g. via video or audio), mute your microphone except when speaking. If participating in a meeting with audio-only members, say your name when you join the meeting and when you speak to the assembly. Keep written notes to aid in tracking agenda items and discussion points.

APPENDIX C: EXECUTIVE LEADERSHIP

Containing the organizational chart, roles, responsibilities, and job descriptions for national officers, administrative employees and support, and volunteers.

ORGANIZATIONAL CHART

The American Harp Society 2022-2023 Organizational Chart



OFFICERS

President

The President provides visionary leadership that fulfills the mission and purpose of the Society in a fiscally responsible manner. The President is assisted in their responsibilities by working collaboratively with the Chairman of the Board, the Executive Committee, the Board of Directors, and the Executive Director to designate priorities and activities to benefit the membership.

The President presides at all national meetings of the Society and of the Executive Committee. The President is responsible for overseeing all written contracts bearing the Society's name. The President and Chairman of the Board have final review of all published Society documents.

The President serves as the Administrative Group Coordinator and in consultation with the Chairman of the Board appoints and charges all group coordinators, committee chairs and members, and liaisons. The President proposes a Chair for the Nominating Committee to the Executive Committee for approval. The President and the Chairman of the Board oversee orientation for new Board members. The President may convene special committees or working groups as dictated by the needs of the membership and the Board of Directors. The President supervises the Executive Director, and is responsible for issuing the salary for the Executive Director.

First Vice President

The First Vice President acts in the absence of the President, counsels the President, and accepts such other responsibilities as charged by the President. In the event of the permanent inability of the President to serve, the First Vice President succeeds to the office of President for the remainder of the current term.

Second Vice President

The Second Vice-President accepts responsibilities as charged by the President. The Second Vice President succeeds to the office of First Vice President in the event of a vacancy of the role of First Vice President.

Secretary

The primary responsibility of the Secretary is to support the work of the President and Chairman of the Board by effectively recording the meetings of the Executive Committee, Board of Directors, and General Membership.

Meeting minutes will document the actions, discussions, items for information, and accompanying reports. The Secretary, President, and Chairman of the Board review and share editing responsibility for all meeting minutes. Following approval, the Secretary provides the official minutes of each meeting to the Executive Director.

For additional information on the format of the minutes, see Minutes Style Sheet in Appendix G: Documents, Forms and Reports.

Treasurer

The Treasurer shares the responsibility for oversight of the fiscal health of the Society with the President, Executive Director, Chairman of the Board, and Bookkeeper. The Society strives to present and maintain a balanced budget at all times. It is in the best interests of the Society to operate within the confines of a balanced budget. Discretionary funds, should they be available, are allocated in support of the mission of the Society. The Treasurer participates in the preparation and presentation of the annual budget and reports to the Executive Committee and Board of Directors; makes annual reports to the membership (which reports are printed in The American Harp Journal); and monitors and reports on compliance of the allocation of funds. The Treasurer may serve as representative of the American Harp Society, Inc. on the American Harp Society Foundation Board of Directors.

In all aspects of fiscal management, the Treasurer works most closely with the President and the Executive Director. The Treasurer monitors the Society's funds as per the Investment and Spending Policy (ISP) guidelines and serves as a member of the Financial Investment Advisory Committee (FIAC). The Treasurer relays investment recommendations made by the FIAC to the Executive Committee and/or Board of Directors.

The Treasurer participates in preparing the proposed budget with the Executive Director, President, and Chairman of the Board. The draft budget is submitted for review to the Executive Committee and the Board of Directors annually in June. The Treasurer is responsible for reviewing and

monitoring the progress of the current budget. The budget is prepared using input from the third quarter profit and loss statements; the third quarter investment income reports; review of historical budget performance; priorities identified in the strategic plan; and requests from committee chairs and liaisons.

The Treasurer may bring budgetary questions, issues and/or concerns to the attention of the Executive Committee and/or the Board of Directors. It is the responsibility of the Treasurer to inform the Executive Committee of budgetary constraints and foreseeable problems in meeting expenses. The Treasurer may recommend options for either reallocating funds, or encouraging use of budgeted funds within the fiscal year.

The Treasurer is in close contact with the Executive Director at all times. The Treasurer reports to the Executive Committee and/or the Board on a tri-annual basis. These reports focus on the financial condition of the Society, and aim to inform the Board of the overarching purposes and goals, as well as specific projects, of financial expenditures.

The Treasurer works in collaboration with the Executive Director and Bookkeeper in preparing the annual Statement of Operations. The annual Statement of Operations is prepared from the Accountant's annual review or audit report for the prior fiscal year, usually received in January or February. The Executive Director and Bookkeeper support the auditors by supplying any requested reports and documentation. The auditor's submission is reviewed by the Treasurer, President, and Chairman prior to publication. The Statement of Operations is published over the name of the Treasurer in the Winter issue of The American Harp Journal.

Chairman of the Board

The principal responsibilities of the Chairman of the Board are to provide leadership, governance, and oversight that support and sustain the work of the Board of Directors. The Chairman of the Board plans, presides over, and facilitates board meetings. The Chairman will include an item for approval of the actions of the Executive Committee at least annually on a Board meeting agenda. Partnering with the President and the Executive Director, the Chairman of the Board ensures that board resolutions are carried out. The Chairman of the Board acts as a trusted advisor to the President as they develop and implement the Society's strategic plan. The Chairman of the Board is accountable to the Board, and acts as a direct liaison between the Board and the Executive Committee.

The Chairman of the Board acts as a resource for the Nominating Committee, assisting in recruiting qualified members for consideration for nomination, and functions as the primary mentor to board members. Working with the President, the Chairman of the Board oversees orientation for new Board members. The Chairman will periodically consult with Board members on their roles and responsibilities, helping them to assess their performance. In the rare instance of a member of the Board eligible for re-election not fulfilling their duties, the Chairman of the Board will notify the Nominating Committee.

With the President, the Chairman of the Board has final review of all Society documents before publication. The Chairman of the Board is the financial steward of the Board, ensuring that 100 percent of the Society's board members make an annual contribution. The Chairman also engages with identifying, qualifying, cultivating, and stewarding major individual donors, corporate, and/or foundation gifts.

GROUP COORDINATORS

The President appoints the Group Coordinators to assist in communicating with committee chairs and liaisons for their specific group. Each group coordinator facilitates communication between committees in their group, and advises the President on committee activities. The group coordinators meet with the President annually to share best practices and future initiatives. At the beginning of each fiscal year, the President charges the Group Coordinators with responsibilities. The President may assign other duties as specified. Group Coordinators make annual recommendations to the President and the Board for prioritizing goals, projects, changes, and/or new initiatives, and report actions to the President as requested. See the organizational chart for the current list of Group Coordinators.

Administrative Group Coordinator

The President serves as the Administrative Group Coordinator. As Administrative Group Coordinator, the President ensures that responsible practices in fiscal management, national event planning and presentation, program management, and communications are implemented and maintained to facilitate the daily work of the Society. The Administrative Group implements the policies determined by the Board of Directors whose decisions are based on the mission and governance documents of the Society.

Financial Group Coordinator

The Financial Group Coordinator monitors and coordinates financial aspects of the Society.

Responsibilities include overseeing and coordinating the financial personnel and policies of the Society; reviewing the investment policy and philosophy; encouraging communication between committees within the group facilitating ongoing evaluation of each committee's needs and progress to promote mutually beneficial projects, and providing a clear sense of the organizational structure.

The Financial Group Coordinator communicates with the Treasurer, Bookkeeper, Chair of the Financial Investment Advisory Committee, Cash Reserve Fund professional money manager, and the AHS Foundation. The Financial Group Coordinator also communicates with the AHS President, Chairman of the Board, Group Coordinators, and Committee Chairs, and reports regularly to the President.

Membership Group Coordinator

The Society is committed to encouraging a membership that is diverse and inclusive of all harp interests, ages, abilities, and backgrounds. To that end, the Membership Group Coordinator works with the Chapter and Membership Committees, the Regional Directors and organizations that share common interests with the Society. The Membership Group Coordinator communicates regularly to develop, sustain, and promote membership programs and incentives.

National Events Group Coordinator

The National Events Group Coordinator is responsible for communicating with relevant parties and providing continuity in all aspects associated with presenting the Society's national events. The National Events Group Coordinator works with the Society's executive leadership; National Competition, National Conference, National Events Development, and National Summer Institute chairs; and event site hosts to facilitate the administrative and artistic leadership for the national events.

Program Group Coordinator

The Program Group Coordinator facilitates communication between the programs and projects in their group. The Program Group Coordinator advises the President on initiatives and accomplishments on behalf of the programs serving the membership.

Regional Director Coordinator

The Regional Director Coordinator facilitates communication between the President, Executive Director, and the Regional Directors. The Regional Director Coordinator provides each Regional Director with a timetable for the year, requests information on regional and chapter activities, and reports to the President on a biannual basis. The Regional Director Coordinator is a resource, suggesting options for Regional Directors to proactively engage with members in their region. To facilitate communication among Regional Directors, chapter officers, and regional members, the Regional Director Coordinator may also work in conjunction with the Chapter Committee Chair to circulate, receive, and compile information reported on Chapter Data forms.

Research Group Coordinator

The Research Group Coordinator facilitates communications and initiatives within the International Harp Archives, the AHS Repository at the Library of Congress, the Society's research databases, and the editorial staff and board of The American Harp Journal. The Research Group Coordinator maintains communication with the President, the Executive Committee, and the Board of Directors.

Organizational Documentarians

Archivist

The Archivist arranges for and maintains the official permanent records and historically valuable documents of the Society. The Archivist organizes archival records and develops systems to facilitate access to archival materials. The Archivist will contact the Executive Director for changes, corrections, or additions to archival records on the website. The Archivist

consults with the Governance Committee on suggested changes to any policies and procedures pertaining to the archival materials. Working with the President and the Chairman of the Board, the Archivist documents the executive actions of the Society and provides expertise in the systematic review, retention, backup, and removal of documents received or created by or in connection to Society business.

Historian

The Historian maintains a repository of historical knowledge about the Society, including publications and national event programming. The Historian assists the Executive Director in describing, updating, and preserving the history of the Society. The Historian may provide continuity and context for the President, Chairman of the Board, Executive Committee, and Board of Directors in decisions related to Society events and actions.

EMPLOYEES

Executive Director

The Executive Director has overall operational responsibility to the Society and for the staff, programs, expansion, and execution of its mission. The Executive Director develops a deep knowledge of the field, core programs, operations, and business plans, and will be thoroughly committed to the mission of the organization. The Executive Director is supervised by the President.

The Executive Director will, in consultation with the Board of Directors, provide leadership in developing organizational and financial plans, and will carry out plans and policies authorized by the Board. The Executive Director maintains official records and documents; ensures compliance with federal, state, and local regulations; reviews and maintains proper insurance coverage; and maintains a working knowledge of significant developments and trends in the field. To serve the membership, the Executive Director ensures ongoing program excellence through a consistent quality of financial management and by promoting active and broad participation by volunteers in all areas of the organization's work. The Executive Director contributes to maintaining, developing and supporting a strong Board of Directors and serves ex officio on all committees. The Executive Director ensures that effective systems are in place to track progress and program components so as to measure successes that can be effectively communicated to the Board, funders, and other constituents.

The Executive Director sees that the Board is kept fully informed on the condition of the Society and on all important factors influencing its growth and development. The Executive Director publicizes the activities of the Society, its programs and goals; establishes sound working relationships and cooperative arrangements with community groups and organizations, and represents the programs and point of view of the organization to agencies, organizations, and the general public.

The Executive Director is responsible for the recruitment, employment, and release of all paid personnel. The Executive Director ensures that job descriptions are developed, that regular performance evaluations are held, and that sound human resources practices are in place. The Executive Director ensures that an effective management team, with appropriate provision for succession, is in place. The Executive Director assists program staff in relating their specialized work to the total program of the Society. The Executive Director will maintain a climate that attracts, retains, and motivates a diverse and highly qualified staff.

The Executive Director is responsible for developing and maintaining sound financial practices. The Executive Director works with staff, finance committees, and the Board in preparing a budget and providing regular financial reports. It is the Executive Director's responsibility to certify that the organization operates within budget guidelines, ensuring that adequate funds are available to permit the organization to carry out its work. In consultation with the President and the Board of Directors, the Executive Director conducts official correspondence and, with designated officers, executes legal documents. The Executive Director regularly consults with Society accountants on any financial matters arising during the year.

In fundraising the Executive Director expands and generates fundraising activities to support existing program operations, while simultaneously retiring any accumulated debt. The Executive Director is responsible for deepening and refining all aspects of communications with the goal of strengthening the external presence and relationships of the Society, to garner new opportunities.

INDEPENDENT CONTRACTORS

The American Harp Journal

Associate Editor

The Associate Editor of The American Harp Journal is a subject area expert for the flagship publication of the Society. The Associate Editor works with Journal contributors, the Chairman of the Board, President, Board of Directors, The American Harp Journal Editorial Board, Executive Director, Graphic Designer, and Advertising Manager.

The Associate Editor assists the Executive Editor in developing themes and plans for each issue. The Associate Editor may suggest new features, columns, and/or concepts for the Journal to enhance its quality and stature. Under the direction of the Executive Editor, the Associate Editor identifies, solicits, reviews, recommends, and edits contributions and is welcome to participate as a contributing author.

The duties of the Associate Editor also include assisting with all facets of the editorial tasks for Journal content, serving as part of the proofreading team prior to submission of content to the graphic designer, and doing final reading and reviewing layouts for consistency and house style. The Associate Editor is encouraged to make every effort to attend the Society's national events and may function as the Executive Editor's proxy should the Executive Editor be unable to attend.

The Executive Editor may assign additional duties to the Associate Editor as needed.

Circulation Manager

The Circulation Manager handles all post-production responsibilities for The American Harp Journal, including the storage and inventory of back issues; creating the online index of abstracts for the Society's website; maintaining relationships with commercial subscription services and fulfilling back issue order requests. The Society asks for an annual report each spring regarding the activity of the Circulation Manager, the number of back issue requests fulfilled, progress on historical abstract efforts, updates on commercial vendor requests, and any initiatives for consideration by the Board of Directors. The Circulation Manager reports to the Executive Director and works in partnership with Journal editors, designers, and printer, and on behalf of the Society membership.

The Circulation Manager will maintain organized, secure, climate-controlled and easily accessible storage for back issues of the Journal, allowing for retrieval of any requested issues; maintain an inventory of back issues, coordinate receipt of each issue's overrun with the printer, and update the inventory accordingly.

The Society maintains an online index of abstracts for each issue of the Journal. In consultation with the Editor, the Circulation Manager is responsible for preparing the abstracts and forwarding the information to the Webmaster for posting and shall make every effort to complete the data prior to the publication of the next issue.

The Circulation Manager maintains organizational contacts with commercial subscription/index services. To that end, the Circulation Manager provides the Executive Director with the current mailing information for these commercial vendors for inclusion with bulk mailing of the Journal, and coordinates delivery of archival files as needed/requested.

The Circulation Manager fulfills member requests for back issues and submits mailing expenses in a timely manner to be reimbursed by the Society.

Executive Editor

The Executive Editor of The American Harp Journal is the creative and production leader for the flagship publication of the American Harp Society. The Executive Editor oversees the content of the Journal, ensuring that the publication communicates the mission and vision of the Society. It is the responsibility of the Executive Editor to shape the Journal to maintain its scholarly reputation while expanding its relevance to an increasingly diverse membership. The Executive Editor, together with the officers and the Board of Directors, creates the vision for the Journal. The Executive Editor will continuously monitor current best practices regarding copyright permissions, policies regarding intellectual property rights, and publication regulations. The Executive Editor will inform the Executive Committee and the Executive Director that the Journal is in compliance at all times. The Executive Director supervises and facilitates the publication process.

The Executive Editor reports to the Executive Director. The Executive Editor supervises the Associate Editor. The Executive Editor works with the Chairman and President of AHS Board, the Journal Editorial Board, the Associate Editor, Circulation Manager, Executive Director, Graphic Artist/Advertising Manager, the Society's Social Media Manager, content contributors, members, printer, and any other vendors. The Executive Editor

will work closely with the Associate Editor and Editorial Board to continuously develop content. The Executive Editor will prepare all content for publication, including establishing article submission criteria and formats; sharing content with the Editorial Board, President, and Chairman of the Board for review and editing; reviewing and making final edits; collecting photographs, and selecting the cover art.

The Executive Editor maintains open lines of communication with the Associate Editor, Editorial Board, Advertising Manager and Graphic Designer, Executive Committee, and Executive Director. Specifically this will include establishing written production schedules for each issue of the Journal; maintaining a repository of articles in an online shared platform; holding monthly meetings with the Editorial Board, quarterly meetings with the Executive Committee, and regular meetings with design and production; reporting annually to the Board of Directors and making every effort to attend the Society's national events.

The Executive Editor will support the electronic accessibility of Journal content through preparing/identifying Journal related materials to be presented on the Society's website; arrange for the transfer of materials electronically to the Executive Director; arrange for the submission of indexed information for The American Harp Journal online article database; arrange for the transfer of articles to academic databases; and assure that archival PDFs are received by the appropriate parties for secure storage.

In striving to maintain a balance between production expenses and income generated through advertising, the Executive Editor will prepare annual budget projections, periodically reviewing vendor bids and coordinating any proposed production changes with the Executive Director and Executive Committee. The Executive Editor prepares all budget projections and presents all production matters to the Executive Director and/or Executive Committee as needed.

To promote continuity for the Society, the Executive Editor updates the Journal's Editorial Board membership spreadsheet and provides nominees for vacancies on the Editorial Board to the Executive Committee for review by January 15th each year.

Administrative Assistant

The Administrative Assistant's duties are assigned by the Executive Director.

Advertising Manager

The Advertising Manager solicits and tracks advertising for the American Harp Society; maintains regular communications with current advertisers including information about specifications, deadlines, and rates; develops leads for potential future advertisers; actively solicits new advertising, and works closely with the Executive Director to maintain databases and generate reports as needed. The Advertising Manager makes recommendations to the Board for increases in advertising rates when deemed appropriate.

With the Editor of The American Harp Journal, the Executive Director, and graphic design staff, the Advertising Manager collaborates on setting and meeting production schedules including advertising deadlines; determines the specifications, placement, and rotation of advertisements for The American Harp Journal; verifies compliance with the Society's specifications, and delivers all advertising materials for production layout on schedule. The Advertising Manager works with the Bookkeeper to ensure that all advertising payments are received on time and that advertiser databases are current.

Assistant Bookkeeper

The Assistant Bookkeeper provides a measure of accounting controls and separation of duties by performing monthly account reconciliations for the regular checking account, investment accounts, PayPal and any other online revenue processing services. They collaborate with the Bookkeeper to resolve any discrepancies or questions.

Bookkeeper

The Society's Bookkeeper reports to the Executive Director. The Bookkeeper, working with the Treasurer and Executive Director, assists with the finance-related functions of the Society, and may attend meetings as a non-voting, ex officio member of the Board of Directors and Executive Committee.

The Bookkeeper maintains all financial transaction records and updates entries on a timely basis. They receive invoices and seek appropriate approvals for payment, prepare and process payments. Checks are sent to the Executive Director or the President, as appropriate, for signature and mailing. Payments through electronic ACH services and direct deposit may

also be authorized. The Bookkeeper receives income, records checks in a log, and prepares deposits, which are sent with a log to the Executive Director for review and forwarding to the bank. The Bookkeeper monitors the monthly payroll processing and payroll tax reports/payments, or may process payroll entirely. To provide accounting controls, the monthly account reconciliations are performed by the Assistant Bookkeeper. The Bookkeeper makes authorized fund transfers between Society accounts as requested; and maintains the file of bank statements. The Bookkeeper and the Executive Director assist the Society's Accountant in the preparation of the IRS Form 990, financial statements, audits and/or reviews.

The Bookkeeper makes monthly reports to the Executive Director, Treasurer, and other appropriate persons as requested. The Bookkeeper assists the Executive Director in preparing the annual Statement of Operations for publication in The American Harp Journal. The Bookkeeper receives and monitors reports concerning the Endowment Fund, and in collaboration with the Accountant monitors discretionary funds.

The Bookkeeper maintains a post office box as the official corporate office. This address is associated with the physical location of the Bookkeeper. The Bookkeeper may occasionally receive business correspondence beyond invoices and statements. The Bookkeeper is responsible for forwarding mail to the appropriate parties. National event registrations may also be mailed to the Bookkeeper, who processes the income and forwards the registration data to the appropriate individual.

Graphic Design

The Society hires graphic design professionals to complete the design and layout for The American Harp Journal, the annual national event program book, and other published material as needed. Graphic designers will maintain branding across all publications; coordinate with executive leadership on current practices that meet both print and online professional standards; and may be required to work with external vendors in creating and publishing the digital and print materials for the Society. Graphic designers report to the Executive Director. For information about graphic design and the national events see the National Events Handbook.

Marketing & Communications Manager

The Marketing and Communications Manager reports to the Executive Director and is principally responsible for coordinating messaging for the

Society. Responsibilities may include promotion and marketing of national events and music-related products offered; designing and implementing membership campaigns; reviewing and recommending membership benefits; developing promotional plans for member opportunities such as programs and resources; managing writing, layout, and distribution of the e-newsletters; reviewing and recommending standards and styles for branding; assisting the Social Media Manager with regular messaging and post activity; and overseeing the production of the national event program book in conjunction with the National Events Manager, graphic designer, and the specific event committee. The Marketing and Communications Manager consults on branding and website issues and serves ex officio on The American Harp Journal Editorial Board.

Membership Secretary

The Membership Secretary assists the Executive Director in administering and maintaining all aspects of the Society's membership records, and functions as the primary contact for the membership regarding dues, status, and records.

Reporting to the Executive Director, the Membership Secretary is responsible for maintaining the Society's membership database, and for receiving and recording all membership dues. The Membership Secretary initiates and responds to various membership inquiries including: dues, payment verification and receipts, membership status, directory information, chapter officer listing and updates, and donations, routing inquiries to an appropriate Society designated individuals if unable to answer. They update chapter officer listings on the Society's website. The Membership Secretary prepares donation acknowledgment letters and assists the Executive Director with various administrative tasks as requested.

The Membership Secretary transmits membership checks to the Bookkeeper for deposit in a timely manner. They provide current membership information to the President, Bookkeeper, Executive Editor, Webmaster, insurance carrier, other Society officers, the Regional Directors, committee chairs and others as needed.

National Competition

Administrator

Consulting with the Executive Director and the President, the Competition Administrator coordinates the application processes and procedures for the National Competition, and arranges for and oversees the on-site logistics for implementing the National Competition finals, including the Winners Recital, presented during the Summer Institute.

Director

(See Appendix D: Committees, Programs, Projects, and Liaisons/Competition Group/AHS Competition.)

National Events Manager

The National Events Manager provides logistical support to the Executive Director, Executive Committee, the local National Event Committee volunteers, National Exhibits Manager, Bookkeeper, and Marketing & Communications Manager in the planning and successful execution of national events. The National Events Manager attends video conference meetings with the event leadership teams as needed, and arrives at the national event site 2-3 days before the scheduled start of the event to manage logistics, including volunteer training. The National Events Manager participates in debrief meetings following each national event, and makes recommendations for future events.

The National Events Manager is responsible for distributing artist/presenter contracts, bios, photos, and program information; following up on any missing materials, and assisting the Marketing & Communications Manager in ensuring that all information for promotion of the event is available and current. With the Executive Director, Marketing & Communications Manager, and graphic artist, the National Events Manager oversees program book logistics, providing access to artist content and advertising for the designer and following up on identified needs e.g., maps, images, welcome letters, public official letters/proclamations, etc. The National Events Manager is responsible for maintaining national event records in Society cloud storage.

The National Events Manager collaborates with the Society's staff, the Board of Directors, local event committees, and facilities liaisons, to obtain bids and recommend contracts for facilities and materials. Operating within the approved event budget, the National Events Manager places orders in a timely way and arranges for appropriate deliveries once contracts are approved, confirming catering and updating attendee counts up to cutoff dates.

The National Events Manager maintains a certificate list and orders/prints certificates as needed. With the Executive Director, the National Events

Manager updates and maintains a badge ribbon distribution and inventory list, and orders new stock as needed. The National Event Manager solicits items from sponsors for inclusion in the national event tote bags. They assist the volunteer coordinator with organizing all assignments.

The National Events Manager assists the National Exhibits Manager with exhibitor communications and needs. The National Events Manager prepares and sends post-event communications.

The National Events Manager is responsible for facilitating registration and logistical needs for exhibitors, VIP attendees, and staff. These responsibilities may include maintaining lists of complimentary registrations and assuring that they are entered into the proper attendee database, and reserving Society-paid hotel rooms for the video team, Society staff, and exhibits/harp pen managers.

In addition to the responsibilities outlined above, the National Events Manager prepares event materials as needed, including name badge inserts and distribution envelope labels, attendee lists to insert in attendee bags, and the detailed registration list for the registration desk notebook.

The National Events Manager coordinates financial operations for the event, including working closely with the Bookkeeper to ensure payments are prepared and processed. Working with the Executive Director, the National Events Manager trains volunteer staff to administer the Artist's Table sales operations, shares cash-handling responsibilities, follows up on the collection, distribution, and reconciliation of fees, invoices, and bills for the national event, and consults with the Executive Director on event finances for the subsequent year's budget.

APPENDIX D: COMMITTEES, PROGRAMS, AND LIAISONS

AHS Archives

Purpose

To maintain a historical record of the Society and to be a resource of harp-related materials for chapters and individual Society members.

Membership

The AHS Archives are part of the International Harp Archives held at the Brigham Young University Harold B. Lee library (BYU HBLL). The library assigns archival oversight to a Curator, employed by BYU. The Curator is the pro forma contact to the Society as delegated by the BYU HBLL.

Responsibilities of the Curator

The Curator oversees staff who maintains the current holdings, including the AHS Audio Library, AHS Video Library, new scores, memorabilia, and several donated collections. The Curator pursues acquisition of new materials and resources, promotes the availability of current materials, and is assigned other duties as merited, in consultation between the Society and the Director of the Harold B. Lee Library.

AHS Repository, Library of Congress (Liaison)

Purpose

To preserve manuscripts, printed music, photographs, programs, correspondence, periodicals, and scrapbooks documenting the careers of prominent twentieth-century harpists currently housed at the Library of Congress. Established by Lucile Jennings, the material is the property of the Library of Congress, housed as one of the Special Collections in the Music Division, which cannot be copied or circulated externally. For further information on the AHS Repository, please contact the AHS Repository liaison or the Curator, AHS Archives. See Curator, AHS Archives in this Appendix.

Membership

A liaison may be appointed by the President to facilitate inquiries about the repository.

Responsibilities

The liaison reports to the President as requested.

American Harp Journal, The

See Appendix C: Executive Leadership.

American Harp Journal, The; Editorial Board

Purpose

The Editorial Board advises and supports the editor(s) on editorial policy, content, and direction for The American Harp Journal.

Membership

The Editor of The American Harp Journal serves as Chair of the Editorial Board. There are nine appointed members of the Editorial Board, each serving a three-year term. Terms are staggered so that three members rotate off the Editorial Board annually. The Chairman of the Board and President serve ex officio on the Editorial Board.

Responsibilities

Members of the Editorial Board will be national members of the Society; have familiarity with Journal content; knowledge of professional writing styles; demonstrated expertise in an area of interest to the Journal; reading/contextual knowledge of foreign languages commonly used in the Journal; technological knowledge including how to use cloud-based storage and document sharing platforms and services, as well as email and online communication skills and a willingness to be available to actively participate with the Editorial Board and communicate with the editor(s) in a timely fashion.

The Editorial Board meets at least twice annually. Editorial Board members are encouraged to seek out prospective authors and/or manuscripts for consideration, assist in developing content sources and Journal topics, and contribute their expertise as appropriate. Board members will participate with the editor(s) in developing and reviewing content for approval by the Executive Committee, receive and proof content, work in collaboration with the editor(s) at their request to contribute to the timely, accurate, and informed completion of Journal content, and to promote and act as ambassadors for the Journal.

American String Teachers Association (ASTA) Liaison

Purpose

To provide communication to and coordinate activities between the Society and ASTA on both the local and national levels.

Membership

A liaison to ASTA is appointed by the President.

Audit Committee

Not-for-profit boards incorporated in the state of New York are required, as internal controls and for financial accountability, to provide regular oversight by an audit committee. The Executive Committee is charged with this responsibility.

Purpose

The Audit Committee (i.e., the Executive Committee) reviews the Society's financial records and transactions to ensure fiscal responsibility.

Membership

The Audit Committee (i.e., the Executive Committee) is comprised of the current officers and members-at-large chosen by the Chairman of the Board in consultation with the President.

Responsibilities

The Audit Committee reviews financial transactions and records of the Society throughout the year when there is not an external audit of the Society's finances.

Chapter Ambassador Awards Program

Purpose

To promote student engagement at the chapter and national levels, creating service and community building opportunities for students. The program strives to build partnerships that increase access to the harp; strengthen connections to chapters; encourage student mentoring at the chapter level, and foster future leadership potential for the Society.

Membership

The President appoints a committee to oversee the program. The committee chooses mentors at the national and chapter levels. Chapter Ambassadors are appointed to serve one two (2) year term.

Responsibilities

Committee members administer the program at the national level, provide support for chapter ambassador mentors at the chapter level, and monitor the progress of the chapter ambassadors over the course of their terms. Committee members oversee the budget, recommend program enhancements, support the community outreach initiatives, and function as institutional resources for the Chapter Ambassadors.

Chapter Committee

Purpose

The Chapter Committee facilitates the function of existing chapters, and assists in the formation of new chapters. Chapter committee members are available to and provide communication links for chapters with questions, concerns, and/or best practices.

Membership

Members are appointed by the President.

Responsibilities

The Chapter Committee is principally responsible for helping chapters maintain active chapter status. The Chapter Committee maintains chapter charters, provides administrative support in the formation of new chapters, consults on chapter status changes, and encourages active status compliance.

Chapter of the Year Award

Purpose

To recognize contributions made by chapters to the development of the harp and harpists. Each year the Society recognizes one chapter with the Chapter of the Year Award for extraordinary accomplishments of a specific chapter of the Society.

Membership

The Executive Committee votes on the submitted applications.

Responsibilities

The Executive Committee reviews and votes on applications received. The winner is determined by majority vote of the Executive Committee after applications have been reviewed. Announcement and presentation of the award is made at the Annual Membership Meeting. A chapter member delegate is invited to receive the award on behalf of the

awarded chapter at the Annual Membership Meeting. Current application guidelines are available online.

Concert Artist Program

Purpose

To provide performance development opportunities and experience for the current First Prize winner of the Young Professional Division of the National Competition.

Membership

The Concert Artist Program Director is appointed by the President.

Responsibilities of the Concert Artist Program Director

The Concert Artist Program Director administers the program budget, and mentors the Concert Artist. The Concert Artist Program Director coordinates the scheduling of the Concert Artist's performances at Society sponsored events with an emphasis on promoting community engagement and fostering learning opportunities for audiences. The Concert Artist Program Director also monitors requests for expenditures within the allotted program budget and facilitates the reimbursement of Concert Artist-related transportation expenses.

Responsibilities of the Concert Artist

The Concert Artist is invited to perform at the National Conference during their first year, as the opening recitalist for the Summer Institute at the completion of their second year, and other Society sponsored events as requested. The Concert Artist represents the Society and is responsible for understanding and delivering on the mission and vision of the Society. The Society provides mentoring and support for the Concert Artist. In the context of performing for the Society, the Concert Artist is responsible for conducting themselves in a professional manner in all communications; for being knowledgeable about and interacting with their concert sponsors and hosts; being respectful of community resources, musical instruments, and performing spaces; and being an ambassador for the next generation of harpists.

The Concert Artist may receive direct requests for performances. The Concert Artist is responsible for forwarding inquiries to the Concert Artist Program Director who approves all expenses for the program.

Diversity Coordinator

The Diversity Coordinator works with Society members and leadership to advocate for programming, communication, and leadership opportunities which foster the Society's commitment to a diverse, equitable, and inclusive membership. Working with the AHS Inclusion, Diversity, Equity, and Access ~~working group~~ (IDEA) **Committee** and Society leadership, the Diversity Coordinator will account for and work to implement the goals, objectives, and action items of the 2020-2025 Strategic Plan. The coordinator's duties include, but are not limited to, identifying opportunities to support an inclusive membership, developing funding sources for IDEA initiatives, advocating for a sense of community among all AHS members, and collaborating with the IDEA working group to develop and implement strategies to empower the next generation of harpists.

Executive Committee

Please refer to AHS Bylaws, Article IV, Section 3; and Policies and Procedures, Section IV.

Financial Investment Advisory Committee (FIAC)

Purpose

To provide stewardship of the invested funds in consultation with professional investment advisors; to advise the Executive Committee and Board on the status of Society investments, investment protocols, and spending policies.

Membership

The Committee consists of the Treasurer ex officio, and three members appointed by the President.

Responsibilities

The FIAC reports to the Executive Committee and Board of Directors, advising on Society investment policy, fund balances, and proposed investment protocols.

Foundation, American Harp Society

Please refer to www.harpfoundationahs.org for more information.

Purpose

Founded in 1993 as a 509(a)(3) separate supporting organization of the American Harp Society, the AHS Foundation is a nonprofit organization in which donations are held for specific educational projects.

Membership

The President appoints a liaison to the American Harp Society Foundation Board of Directors.

Responsibilities

The American Harp Society Foundation Board reports to the Society on at least a biannual basis to coordinate activities and publicity.

Governance

Purpose

The Governance Committee is responsible for reviewing and being current with Society bylaws, policies, and procedures. The committee considers questions of procedure whenever they arise.

Membership

Members are appointed by the President.

Responsibilities

The Governance Committee is available to clarify points of procedure for Board and Executive Committee meetings, as well as reviewing and updating the Society's policies and procedures periodically as merited. The Governance Committee Chair, or his or her proxy, decides questions of procedure whenever they arise in the order of business of the Society. The Committee periodically reviews the Bylaws and presents updates for consideration to the Executive Committee. The Governance Committee reviews and recommends changes in job descriptions to ensure the work of the Society is being completed in compliance with the Society's bylaws, policies, and procedures. Recommendations from the Governance Committee are submitted to the Executive Committee and the Board of Directors for review.

Grandjany Centennial Fund

Contributions to the Grandjany Centennial Fund support projects dedicated to preserving the legacy of Marcel Grandjany, including the production of the DVD Marcel Grandjany - The Teacher - An Informal Overview, and the CD Music for the Harp.

Grants Program

Purpose

To support creative initiatives of members and chapters that promote the harp, its history, pedagogy, and repertoire.

Membership of the Grants Committee

The President appoints a committee.

Responsibilities of the Grants Committee

The Grants Committee administers the budget, allocating funds based on the review of applications. The committee makes recommendations on program policy and procedures; application forms and reports; and administrative processes. Committee members mentor applicants in their application process and provide support to the membership through annual online and live workshops.

Historical Harp Society Liaison

Purpose

To provide communication and coordinate activities between the Society and the Historical Harp Society.

Membership

A liaison to the Historical Harp Society is appointed by the President.

Human Resources

Purpose

The primary duty is to oversee the relationship between the Society and those persons who receive a salary, stipend, an honorarium and/or benefits for services rendered. Human Resources maintains job descriptions, letters of agreement, and conducts annual reviews. Other duties may be assigned by the Executive Committee or the Board of Directors.

A review of all staff and independent contractors is conducted, at least once annually and/or as merited, by the appropriate parties.

Membership

The Executive Director conducts reviews of Independent Contractors. The President, Chairman of the Board, and Treasurer that are in place during the year of the review conduct the review of the Executive Director.

Responsibilities

The Executive Director is responsible for annually reviewing all independent contractors and conducting additional reviews as merited. The Executive Director maintains pertinent human resources documents.

The annual review of the Executive Director is conducted by the President, the Chairman of the Board, and the Treasurer that are in place during the year of the review, incorporating the documented responses of the Board of the Directors and relevant independent contractors. The annual review committee recommends action to the Board: to continue the appointment of the Executive Director; to place the Executive Director on probation; or to discontinue the service of the Executive Director.

Inclusion, Diversity, Equity, and Access (IDEA) Committee

International Society of Folk Harpers & Craftsmen (ISFHC) Liaison

Purpose

To coordinate activities and provide communication between the Society and members of the ISFHC.

Membership

A liaison to ISFHC is appointed by the President.

Interview Series

Purpose

To create a media history for the Society held in the collections in the AHS Archives. The AHS Interview Series records conversations with people who have influenced the history of the harp and/or the Society, and may include photographs, programs, recordings, and harps.

Membership

The Interview Series Program Director is appointed by the President

Responsibilities

The Interview Series Program Director proposes potential interviewees to the Executive Committee for review and approval. Upon approval, the Interview Series Program Director arranges for the interview to be conducted within the approved budget. The Interview Series Program Director secures permissions in advance from the interviewee for the Society to use and distribute the interview with all rights released to the

Society. The Interview Series Program Director submits the interview to the Society upon completion.

John Escosa Memorial Fund

The John Escosa Memorial Fund was established to sponsor workshops at national events to assist the development of a high standard of performance presentation and stage demeanor, and to give monetary awards to winners of the Anne Adams Auditions and the Young Professional Division first place winner (the Concert Artist) in order to foster development of presentation skills.

Legal Counsel

Purpose

The role of the Society's Legal Counsel is to advise the President and Executive Director on any matters of legal import to the Society as requested.

Membership

The Society's designated Legal Counsel serves pro bono.

Responsibilities

The Society's designated Legal Counsel consults with the President and Executive Director as warranted.

Lifetime Achievement Award

Purpose

The Lifetime Achievement Award is awarded annually to honor an individual for extraordinary service to the Society. Nominees are solicited from the general membership. The Executive Committee selects the recipients. Recognition is made during the Annual Membership Meeting.

Membership

The Executive Committee and a liaison.

Responsibilities

Nominations are solicited from the membership. The Executive Committee evaluates nominations. The liaison assists in notifying the recipient of the award, securing publicity materials from the recipient, and ensures delivery of the appropriate award materials in honor of the recipient to the National Event site.

Lynne Wainwright Palmer Fund

The Lynne Wainwright Palmer Fund is comprised of gifts from friends and family wishing to honor her life of dedication to the harp.

Membership Committee

Purpose

The Membership Committee sustains and increases membership by various membership drives and by informing the general membership and non-members of the advantages of national membership.

Membership

Members are appointed by the President.

Responsibilities

The Membership Committee reports biannually to the President.

Music Education Auditions and Evaluations Program

Purpose

To promote an opportunity for all harp students who are Society chapter members to participate in an educational non-competitive performing experience.

Membership

Program administrators are appointed by the President.

Responsibilities

The Music Education Auditions and Evaluations program administrators are responsible for designing, promoting, and administering the Music Education Auditions and Evaluations Program. The program administrators are also responsible for overseeing the nomination of Auditions and Evaluations National Advisors to the Board of Directors for review and approval.

The program chair is responsible for monitoring the program and responding to inquiries about the program from Society members and chapters. The chair oversees the annual budget for the Auditions and Evaluations Program; monitors, produces, and sends program completion certificates to chapters for distribution to qualified participants and reports annually to the Executive Committee and the Board of Directors.

MTNA (Music Teachers National Association (MTNA) Liaison

Purpose

To provide communication and coordinate activities between the Society and the MTNA on both local and national levels.

Membership

A liaison to MTNA is appointed by the President.

National Association for Music Education (NAfME) Liaison

Purpose

To provide communication and coordinate activities between the Society and the National Association for Music Education on both local and national levels.

Membership

A liaison to NAfME is appointed by the President.

National Competition

Purpose

To foster, encourage, and recognize exceptional talent in harpists by mounting a biennial national competition.

Membership/Administrative Management

The National Competition is administered by a national competition director and a competition administrator. The National Competition Director is appointed by the President and serves in a voluntary capacity. The Director consults with professional members of the Society in establishing competition repertoire and guidelines.

The Competition Administrator receives a stipend to assist the National Competition Director and the Executive Director in administering the Competition.

Responsibilities

The National Competition Director recommends the rules and regulations, selection of repertoire, and naming of judges to the Executive Committee. The National Competition Director consults regularly with the President and Executive Director to coordinate publicity, logistics, and processes for the competition. The National Competition Director informs the Executive Director of National Competition finalists to enable registration by finalists and accompanying family members for the National Event at early registration rates.

The Competition Administrator oversees the application procedures, process, and logistics for the National Competition, in coordination with the Executive Director and relevant parties.

National Conference

Purpose

The national conference is held so that members can interact with each other, distinguished performers, lecturers, instrument manufacturers, and industry vendors; to advance their knowledge about the harp; create community around the harp; and foster engagement across disciplines and interests.

National Events Development

Purpose

To serve as a resource for national event organizers, and to assist in creating Society national events by cultivating future event sites and leadership; to advise in the application process for prospective national event organizers, and to assist in the production of national events.

Membership

National Events Development personnel are appointed by the President.

National Exhibits Liaison

Purpose

To facilitate communications among and between Society National Conference vendors, Society administration, and local site coordinators.

Membership

A National Exhibits liaison is appointed by the President.

National Federation of Music Clubs Liaison

Purpose

To provide communication and coordinate activities between the Society and the National Federation of Music Clubs on both local and national levels.

Membership

A liaison to the National Federation of Music Clubs is appointed by the President.

National Summer Institute

Purpose

The National Summer Institute focuses on programming to advance the knowledge and skills of student harpists and harp teachers. Professional harpists offer workshops on music theory, music history, repertoire, solo and ensemble playing, competition and/or audition preparation, and additional topics relevant to learning and advancing the harp and harpists.

Nominating Committee and Elections

Purpose

The role of the Nominating Committee is to cultivate and promote membership for the governing entities of the Society. To fulfill this responsibility, the Nominating Committee promotes, reviews, and solicits nominations for eligible candidates to serve on the AHS Board. In developing candidates, the Nominating committee will take into consideration the needs of the Society, the evolution of Board responsibility, and the qualities that balance and enhance the work of the Society.

Membership

The Nominating Committee membership is proposed by the President and approved by the Executive Committee. Please refer to Section VIII.

Responsibilities

Nominations received from the general membership are forwarded to the Nominating Committee Chair by the Executive Director. The Nominating Committee is responsible for verifying candidates' eligibility and willingness to serve and taking into account the needs of the Society in developing a slate of candidates. The Nominating Committee Chair sends the names of the candidates for nomination, along with their personal

statements and short biographies, to the President and the Executive Committee for their review and approval.

Board Member Considerations and Procedures for Officer Elections

The American Harp Society is committed to creating a Board of Directors who actively and effectively represents the diverse membership of the Society. The Nominating Committee works on behalf of the Society in searching out board candidates who have a commitment to serving the harp community; to supporting the mission and service work of the Society; are willing to be collaborative partners in building a future for the harp and bring diverse perspectives, expertise, and geographical representation to board service. Effective communicators with knowledge of and experience with the Society can provide institutional knowledge and contribute to sustaining and promoting leadership among newer Board nominees.

The slate of officer candidates is presented at the June meeting of the Board of Directors at least one day prior to the scheduled election. Nominations from the floor may be entertained following the presentation of the slate. Nominators from the floor must have the proposed candidate's documented permission for nomination.

Officer positions are for two (2) year terms. Officer positions are: President; Chairman of the Board; First Vice-President; Second Vice President; Secretary; and Treasurer.

The Presidential candidate may be eligible for up to two consecutive terms. Broadest flexibility is needed to ensure best qualified candidates may serve. Special requirements of this office make it a special case.

The Chairman of the Board candidate may be eligible for up to two consecutive terms.

Candidates for the remaining offices may be considered who have at least two years remaining in their Board term. Candidates for the remaining offices may also be considered who have one year remaining in their current Board term if they are eligible for re-election to the Board.

Presidential Advisory Committee

Purpose

The role of the Presidential Advisory Committee is to advise the President on any matters of import to the Society.

Membership

The Presidential Advisory Committee consists of Presidents (past and present); Chairmen of the Board (past and present); Nominating Committee Chair (current); and Vice Presidents (current).

Responsibilities

The Presidential Advisory Committee advises the President on new leadership, matters of import as requested, and meets annually at the Society's national event.

Regional Director Coordinator

See Appendix C: Executive Leadership and Appendix E: Regions and Chapters.

Regional Newsletters

See Appendix E: Regions and Chapters.

Research Databases

Purpose

To provide accessible resources for educators to advance their knowledge of repertoire that includes the harp in band, choral, harp ensemble, and orchestral literature.

Membership

A committee appointed by the President oversees the database maintenance on the Society website.

Responsibilities

Committee members initiate and/or respond to updates suggested for the database, and recommend to the Executive Committee and/or Board of Directors proposed changes to organization, content, and dissemination.

Ruth Wickersham Papalia Scholarship Award

The Ruth Wickersham Papalia Scholarship Award supports emerging undergraduate harp performance majors in their pursuit of a music degree.

Salzedo Centennial Fund

The Salzedo Centennial Fund supports projects dedicated to preserving the legacy of Carlos Salzedo, including the publication of music by Carlos Salzedo and the reissue of out of print scores; producing CDs of Salzedo's performances of his own compositions and transcriptions; and awarding a Salzedo Prize for the best performance of a Salzedo piece at the Society's National Competition.

Strategic Plan Committee

Purpose

The Strategic Plan Committee assists the Board of Directors in ascertaining the short-term and long-term goals and objectives of the Society.

Membership

The Strategic Plan Committee members are appointed by the President with input by and approval of the Executive Committee.

Responsibilities

The Strategic Plan Committee reports biannually to the President and prepares a document on the status of the Society and its strategic vision every other year. The document is presented to the Executive Committee, and then to the Board of Directors for approval. The document reflects the progress and completion of the action items that make up the objectives and goals of each strategic plan. The report of the Strategic Plan Committee may include recommendations on the action items, objectives, and goals.

Winners Outreach Program

Purpose

The Winners Outreach Program provides support to chapters for assistance in presenting National Competition winners in recital. The goal of the Winners Outreach program is to provide opportunities for the current National Competition winners to interact with chapters and build community among harpists within their regions.

Membership

The Winners Outreach Program Director is appointed by the President.

Responsibilities

The Winners Outreach Program Director advocates for Winners Outreach performers, and is a resource for Regional Directors and chapter leadership regarding questions of eligibility for program participants. The Winners Outreach Program Director oversees and reports on the program's activities and budget.

World Harp Congress Liaison

Purpose

To provide communication and coordinate activities between the Society and the World Harp Congress in the promotion and support of the performing arts in general and in particular the composition, performance, teaching, study, and appreciation of the harp worldwide.

Membership

A liaison to the World Harp Congress is appointed by the President.

Young Composers Project

Purpose

To promote opportunities for young harpist-composers to develop their compositional skills. Program participants work with professional composers to experience, explore, and develop a deep connection to the harp through composition.

Membership

The Young Composers Project Program Director is appointed by the President.

Responsibilities

The Young Composers Project Program Director oversees a program of workshops, training opportunities, webinars, and performances for young harpist-composers. The program focuses on providing written feedback to the student composer participants from professional composers. The Society provides a biennial opportunity for students to work in master classes and individually with guest composers, network with each other, and perform their works in a concert setting.

APPENDIX E: REGIONS AND CHAPTERS

REGIONS

Regional Director Coordinator

See Appendix C: Executive Leadership for the Regional Director Coordinator Job Description

Regional Director

The Regional Director serves the members within their region as their elected representative to the National organization. The Regional Director is responsible for monitoring information flowing from the chapters, chapter members and regional members without a chapter affiliation, to the Board of Directors, the Executive Committee, and executive leadership of the Society, and vice versa. Members rely on the knowledge and expertise of the Regional Director in developing programs at the chapter level. In this capacity, the Regional Director promotes understanding of national Society policies (as they relate to chapter formation and function), nationally sponsored programs available to the chapters, and Society resources that support the work of the chapters and members.

Regional Directors are elected by the members of their region, and serve on the Board of Directors for a three-year term. Board members are expected to attend the national meetings held in conjunction with the Society's national events, and the Regional Directors are strongly encouraged to attend the national event, to meet with their constituents, to participate in the social functions of the national event, and to encourage members to participate in Society events.

Regional Directors may communicate with the chapters in their regions via phone, video conference, mail, e-mail and/or social media platforms. The primary role of the Regional Director is to facilitate and encourage healthy communications among members, across chapters and through published materials. There may be times when the Regional Director needs to mentor or facilitate chapters if conflicts arise. In this capacity, the Regional Director will work to put the chapter in touch with people and resources to resolve the situation. Regional Directors facilitate the collection of the chapter data forms required for chapters to maintain active status. Regional Directors keep the Regional Director Coordinator, Chapter Committee Chair, and Executive Director informed of changes of chapter officers, and any changes in chapter status.

A Regional Director may: communicate a member's ideas and concerns to the Chapter Officers and/or the Board of Directors; promote the Society to other arts organizations in the region; and assist current chapters in planning events and sustaining the individual chapters. Regional Directors will also encourage new and returning members to participate in local, regional and national Society activities and help in the creation of new Society chapters in their region. The Society has allocated monies in the Society's budget to assist Regional Directors with visiting at least one chapter in their region per year. The Regional Director may appeal to the Executive Committee for additional funds, if the allocated resources are not sufficient to support a single chapter visit.

The Regional Director collects, compiles, and shares information about harp events, professional performances, unique events that are of interest, new recording and/or publications releases, announcements of new harp programs, and classified listings. Members are encouraged to communicate information to the Regional Directors, either directly or via chapter channels. Information can be solicited by the Regional Director from chapters and from individual members. This information is to be shared in Regional Newsletters, through posts on regional and national social media sites, and the Society's website upcoming events listing, and through electronic communications sent to regional members. The Regional Director is empowered to set up the mechanism for developing social networking and to invite members of the region to participate. Based on the policies in place regulating newsletter content, the Regional Director has the final decision on including submissions. Information for a regional newsletter is sent by the Regional Director once a year to the Regional Director Coordinator and the Executive Director (See Timeline in this Appendix for deadlines) for formatting and forwarding to the membership by email or mail, according to their preference, and posting on the Society's website.

Regional Directors are encouraged to help organize events within their regions to promote educational and performance activities between members. The National Events Coordinator is available as a resource for planning and implementing regional events. Funding at various levels may be available for these projects.

Writing an AHS Regional Newsletter:

The purpose of the regional newsletter is to have communication between the chapters of each region, amongst Regions, and with the Board of Directors and Executive Committee, all of which will serve to provide a broader and more accurate national picture of the Society.

In order to compile information for the regional newsletter, the Regional Director will need to contact chapter designated representatives (determined by referring to completed chapter data forms or the chapter pages on the Society's website), and individual members of the region. Include a short personal introduction, accepted formats for submission of materials, and the deadline date for materials to be accepted for the next newsletter.

Regional newsletter content is intended to document chapter activities, encourage participation by regional members in upcoming chapter events, stimulate ideas and activities across and amongst chapters, and foster an environment of inclusion. Content may include chapter news, new harpists in the area, innovative programs for education and study, collaborative events between organizations, and any other opportunities that may appeal to regional members. Keeping the role of the harp in each activity foremost in mind will help focus the content of your newsletters. Include visually interesting items such as photos (with permission), or artwork, etc. Include harps for sale or rent by individuals in the region as well as in other regions. Limit sale announcements to one listing per person per newsletter. Remember to include dates for deadlines for future newsletters and receipt of news for the Spring e-notes. Because the Society continues to mail newsletters to some members, please limit your newsletters to no more than 8 pages of content. This is necessary to keep mailing costs to a reasonable rate.

Society newsletters may not accept paid advertising. If you receive an inquiry to place an ad, refer the interested party to The American Harp Journal. A newsletter may include a one-time only announcement/listing of a commercial event in your region, e.g., a harp clinic, new publications, or recording releases.

Submit compiled information to the Executive Director in Word format only. Send one document with all the news in the order it is to be presented, such as alphabetically by chapter name, or chronologically, etc. Fancy formatting is not necessary, and simple clear text is preferred. Photos may be inserted in the Word file to show placement, but in order to include the actual photos

in the final document, send each photo file separately in .jpg, .gif or .bmp format, with an easily identified file name. Include captions for photos, with names if appropriate, in your Word document (either under the image or at the end in a list which references the file name). As an option, include a personal paragraph or two from the Regional Director with an accompanying favorite headshot. The Executive Director is available for technical support.

The Executive Director formats each regional newsletter, including the AHS logo, a heading that includes the Regional Director's name, address, phone, e-mail, and fax (if available), and identification as "xxx Regional Newsletter", and all email permission disclosure statements. A small section of national news will be added to the regional content with news about upcoming national events and programs, competition prize winners from each region, etc.

TIMELINE FOR REGIONAL DIRECTORS

July 15	Request E-mail addresses list of national members in your region from AHS Membership Secretary. Request chapter member list from Chapters in the Region. Emails for the R.D. Coordinator, Website Liaison, Executive Director, Membership Secretary, AHS, Inc. President, and Other Regional Directors may be found in the AHS Directory or when logged in to the Society's website.
August/October	Collect information for the Fall Regional Newsletter
October 1	Send Chapter Data Form link to Chapter Presidents in the region, for response by November 1. Submitted forms are automatically forwarded to the RD Coordinator, Chapter Committee Chair, and Executive Director. Regional Directors can check a Dropbox folder to review submissions.
October 25	Regional Newsletter files sent to the Executive Director for formatting and distribution to regional members.
November 1	Check Chapter Data Forms in Dropbox to make sure all Chapters in the Region have submitted the form. Contact those chapters who have not yet responded.
November 15	Regional Newsletters sent (by the Executive Director, using the distribution list by email or snail mail, according to the member's preference). Archival copy of Regional Newsletter posted on AHS website.
January 15	Begin compiling information for a Spring e-notes/social media posts. May include national event information, chapter of the year application information, grant application deadlines, etc.
March 1	Submit compiled information to the Executive Director for circulation.
May 1	Send Chapter Activities Report Form link to the Chapter Presidents in the region, for response by May 15. Submitted forms are automatically forwarded to the RD Coordinator, Chapter Committee Chair, and Executive Director. Regional Directors can check a Dropbox folder to review submissions.
May 15	Check Chapter Data Form Dropbox to make sure all Chapters in the Region have submitted the form. Contact those chapters who have not yet responded. Complete online Regional Director Report.

CHAPTERS

For information about starting a chapter, please see Section VII: Chapters.

Change of Chapter Name or Jurisdiction

1. The Chapter will hold a meeting to complete the Petition for Change of Name and/or Jurisdiction of Chapter. This requires a vote of not less than two-thirds of the Chapter membership. If a meeting is not possible, copies of letters or emails approving the change of name or jurisdiction of the Chapter from not less than two-thirds of the Chapter membership must accompany the Petition when it is sent to the Chair of the Chapter Committee.

2. The Chapter President or presiding officer will contact the Chair of the Chapter Committee and the Regional Director to request to change the official name and/or jurisdiction of a chapter, including sending the completed Petition for Change of Name and/or Jurisdiction of a Chapter.

3. The Chair of the Chapter Committee will submit the Petition for Change of Name and/or Jurisdiction of a Chapter to the Executive Committee for review.

4. The President will notify the Regional Director, Chair of the Chapter Committee, and Chapter President of the status of the chapter's Petition for Change of Name and/or Jurisdiction of a Chapter.

5. If the request is granted, a new Chapter Charter and Bylaws with the new name and/or jurisdiction will be prepared and forwarded to the chapter.

Chapter Status

Chapter Status: Definitions

Active chapter status requires a minimum of one announced and scheduled business meeting annually, and filing required annual reports in writing to the Executive Director.

Inactive chapter status is assigned to a chapter that does not meet the criteria for Active chapter status, as defined (above.). Chapters may request Inactive status for a period of two years. Following the probationary two year

period, a chapter may resume activities as an Active chapter or, choose to dissolve the chapter, at which point the chapter charter will be returned to the Society. The Petition To Become An Inactive Chapter is available from the Chair of the Chapter Committee, or may be found online.

Procedure for Requesting a Change in Chapter Status:

1. The Chapter President or presiding officer will contact the Chair of the Chapter Committee and the Regional Director in writing, requesting inactive status, including filing the Petition for Inactive Status.
2. Upon receipt of the letter and Petition for Inactive Status, the Chair of the Chapter Committee will complete the notification process.
3. A Chapter may remain inactive for a period of two years. At the end of that time the chapter must either reactivate or dissolve.

Procedure to Resume Active Status:

1. The Chapter President or presiding officer will complete the Petition to Reactivate an Inactive Chapter, forwarding the completed petition, along with a copy of the minutes from the meeting documenting intent to reactivate, and a dated copy of the chapter's current bylaws to the Chair of the Chapter Committee.
2. The Chair of the Chapter Committee will notify the Regional Director and the Executive Director of the Chapter request.

Dissolution of a Chapter

If, after two years of inactive status, it is the judgment of the most recent Chapter President that it is impossible to secure a slate of officers to assume leadership for the coming year, the procedure for chapter dissolution is as follows:

1. Any remaining chapter members will hold a meeting to complete the Petition. Not less than a two-thirds vote of the membership of a chapter shall be required for dissolution of the chapter. If a meeting is not possible, copies of letters or emails approving the dissolution of the Chapter from not less than two-thirds of the Chapter membership, must accompany the Petition when it is sent to the Chair of the Chapter Committee.
2. The most recent Chapter President or presiding officer will contact the Chair of the Chapter Committee and the Regional Director to request

chapter dissolution, including sending the completed Petition To Dissolve A Chapter and the chapter charter.

3. The Chair of the Chapter Committee will submit the Petition to Dissolve and the Chapter Charter to the Executive Committee for review.
4. Upon the recommendation of the Executive Committee, the Executive Director will file an approved request for chapter dissolution.
5. Upon dissolution, all financial assets are forwarded to the Executive Director.
6. Non-financial assets are disposed of among chapter members.
7. A year after a chapter's dissolution, the Chair of the Chapter Committee will invite the former members of the Chapter to re-activate the Chapter.

Secondary Procedure for Non-Voluntary Dissolution of a Chapter

A chapter may choose to pursue inactive status, following the procedures above. In the case of a chapter that fails to file the Fall Chapter Data Report and cannot secure a slate of officers and/or the 990 for two consecutive fiscal years, the American Harp Society, Inc. will assign inactive status. To assist chapters in the often challenging process of determining active or inactive status, members of the Chapter Committee, in coordination with the Regional Director will make every attempt to contact the Chapter to ask if they want an extension of inactive status.

1. When a Chapter fails to submit a Fall Chapter Data Report, the Regional Director, Chapter Committee, and Executive Director will attempt to contact the Chapter. If no data report is received by April 1st, then the Chapter Committee will file for inactive status with the Executive Committee on behalf of the Chapter. The Chapter Committee records the date that the inactive status is requested and the date the status is confirmed by the Executive Committee. The chapter will be unofficially inactive for one year from the confirmation date.
2. The Regional Director will follow up with the inactive Chapter in the Fall.
3. If a Chapter fails to submit a Fall Chapter Data report for a second consecutive year, the Regional Director, Chapter Committee, and Executive Director will again attempt to contact the Chapter. If no data report is received by April 1st, then the Chapter Committee will send a recommendation for official inactive status to the Executive Committee on

behalf of the Chapter. The Chapter Committee records the date that the inactive status is requested and the date the status is confirmed by the Executive Committee. The chapter will be officially inactive for one year from the confirmation date.

4. After a chapter has been officially inactive for one year, the Regional Director and Chair of the Chapter Committee will attempt to contact the chapter. Four Chapter members may petition to have official Inactive status extended for an additional year. If no extension is requested, the Chair of the Chapter Committee will send a recommendation for dissolution of the Chapter to the Executive Committee.

5. The Chair of the Chapter Committee and Regional Director will contact remaining Chapter members to have all financial assets are forwarded to the AHS, Inc.

6. Non-financial assets are disposed of among chapter members.

Insurance

Chapters requiring a certificate of insurance may complete the Chapter Request for Event Certificate form, available on the website. The certificate of insurance application form is listed in Appendix G: Forms and Reports.

Resources

For information about resources available to chapters, please see the Society's website.

APPENDIX F: ADMINISTRATIVE POLICIES

Accounts/Funds Management

The American Harp Society maintains investment and operating accounts for the purposes of advancing the work of the Society. The Executive Director maintains records for all of the Society accounts including the:

- Cash Reserve Fund
- Checking Account
- Funds Functioning as an Endowment (FFE) (formerly the Board Designated Quasi Endowment Fund)
- Grandjany Centennial Fund
- John Escosa Memorial Fund
- Lynne Wainwright Palmer Fund
- Ruth Wickersham Papalia Scholarship Award
- Salzedo Centennial Fund

Check Handling Procedures

as of August 30, 2021

- A bank deposit will be prepared and scanned into a PDF by the AHS Bookkeeper.
- The scanned deposit slip, check log and check images will be sent to the Executive Director by email.
- The Executive Director will approve the deposit via email to the Bookkeeper.
- The Bookkeeper will mail the deposit slip, check log and checks to the bank for deposit in the AHS checking account or other account (i.e., Stifel accounts) as appropriate and approved.
- The Bookkeeper will upload the same scanned PDF into the relevant deposit in Quickbooks.
- From time to time the Executive Director will log into the online banking portal and verify the actual deposit vs. the scanned deposit documents.
- Checks are to be held by the Bookkeeper no longer than one week before sending to the bank for deposit, even if that means depositing just a single check.

Code of Ethics (approved by the Board of Directors, 196th Meeting, February 28, 2019)

The American Harp Society Inc., is committed to promoting honesty, integrity, and transparency. The AHS asks its members, when engaged in

Society activities and/or when representing the Society in the community at large: to maintain the highest standards of professional conduct; to treat everyone with courtesy, fairness, and respect; to be accountable for their actions; and to strive for the highest levels of service, performance, and social responsibility in pursuit of the goals and the objectives of the Society.

This Code is part of a broader set of organizational policies and compliance procedures. This Code is not intended to supersede or materially alter current organizational policies and procedures.

Diversity, Equity, and Inclusion (DEI) Statement (approved by the Board of Directors, 205th Meeting, February 16, 2021)

The American Harp Society is committed to supporting a diverse and inclusive membership where all perspectives are heard and valued. We believe that respect and inclusion inspire creativity. We embrace the sharing of a broad range of ideas, experiences, viewpoints, and creative approaches between our members to empower a vibrant, supportive harp community.

Document Retention Policy (approved by the Board of Directors, 210th meeting, June 21, 2022)

The Sarbanes-Oxley Act makes it a crime to alter, cover up, falsify, or destroy any document with the intent of impeding or obstructing any official proceeding and provides for the systematic review, retention, and/or destruction of documents received or created by or in connection with the transaction of an organization's business. The Society's document retention policy is designed to ensure compliance with federal and state laws and regulations; include clear and sustainable processes for managing data; maintain historical records related to financial and administrative operations; eliminate accidental or innocent destruction of records, and facilitate the Society's operations by promoting efficiency and freeing up valuable storage space. The Society's policy covers all records and documents, regardless of physical form, and contains guidelines for how long certain documents should be kept and how records should be destroyed.

If anyone associated with the Society becomes aware of any investigation, the Society will be notified immediately so that

document purging will cease and all relevant documents will be appropriately identified and protected.

Definitions

Document refers to any item in hard copy, audio, digital, electronic or visual forms.

Administrative refers to documents pertinent to the day-to-day operations of the Society.

Historic refers to documents that are valuable for maintaining knowledge of the history of the Society and its work.

Legal refers to any document that is a contract or agreement between parties that contains financial information relevant to IRS filings, or that must be maintained to comply with laws and regulations.

Recycle/scrap paper includes disposal by normal recycling methods or reuse.

Shred means using a shredder machine to properly shred and dispose of documents.

Delete means to delete an electronic file.

Labeling and Storage

All files will be labeled by topic and year (if applicable). Electronic copies will be saved in appropriate folders in secure online storage. Archived hard copy files will be stored in secure, water and animal proof containers, clearly labeled with AHS, the topic, and the year. When documents of similar type and with the same retention and destruction requirements are stored together, they will be labeled with a date for destruction.

Review and Purging

Review and purging of files may take place in an ongoing manner, but must occur at least every two years in even numbered years, and must follow the minimum retention requirements stated below. Such review and purging must also occur prior to archival storage of any files.

Document Drafts

Once the final copy of a document has been completed, the drafts may be recycled or deleted, unless they are documents of legal value. For documents determined to be of legal value, drafts containing comments shall be saved for a minimum of two years, and drafts without comment may be destroyed once the final version is complete.

Document List

Implementation

Procedures for physical items (in process):

Retention/Storage

Maintenance

Tracking

Destruction

Budget

Guardianship Directive (approved AHS Executive Committee, 4th meeting of year 2020-2021 November 12, 2021)

The American Harp Society, its officers, employees, independent contractors, and/or volunteers do not provide guardianship services for unaccompanied minors attending events. It is the responsibility of the parents of unaccompanied minors to provide for a guardian for their minor child and to follow all rules set forth in the policies of the venues where events are located.

Guidelines for Posting on AHS Online Platforms (approved at the 4th AHS Executive Committee meeting of year 2020-2021 November 12.)

AHS hosts several pages on public tools including but not limited to Facebook, Instagram, Tik Tok, Twitter, and YouTube, along with all AHS members only online networks.

By participating on branded AHS social platforms you agree that you have read, understood, and will follow the rules and guidelines set forth below and agree to:

- Maintain positive conversations online by refraining from posting personal advertisements, for-profit advertisements, or spam
- Conduct conversation with respect for multiple perspectives
- Do not post defamatory, abusive, profane, threatening, offensive, or illegal materials

The AHS reserves the right to remove any posts and/or comments deemed not appropriate for the platform and may terminate participation in an AHS community for anyone who violates these policies.

Hiring and Leave Policies (March 2022) (approved by the Board of Directors, 210th meeting, June 21, 2022)

The American Harp Society is an at-will employer, employing one salaried Executive Director and numerous Independent Contractor positions, referred to in this document as “Other Staff.” The policies, hiring practices, and procedures included herein pertain to salaried employees as well as Other Staff positions.

The Society adheres to the leave policies outlined in the Family Medical Leave Act. The FMLA entitles eligible employees of covered employers to take unpaid, job-protected leave for specified family and medical reasons.

Definitions

A temporary absence is one in which it is expected that the employee will return to their position once the events precipitating the absence are resolved.

A planned temporary absence is one that is negotiated between the employee and the employer in advance.

An unplanned temporary absence is one that arises unexpectedly.

Salaried Employees (Executive Director)

Hiring Responsibility

A key responsibility of the Board of Directors is to oversee the hiring of the full-time staff, currently consisting of an Executive Director.

In case of a need to hire or replace a salaried full- time employee, the President, consulting with the Board of Directors, will determine the scope

of commitment to hiring executive leadership and consider appointing an external search consultant. The Board can choose to manage the search itself or engage a consultant or search firm to lead the effort. With the approval of the Board of Directors, the Executive Committee will appoint a search committee.

Search Process

The search committee is charged by the President with creating the position description and submitting the document to the Executive Committee for consideration and/or approval. The search committee must participate fully in the search process, developing a pool of qualified candidates and interview questions, reviewing and screening all applications, and conducting initial interviews.

The search committee submits a list of up to three unranked candidates to the Executive Committee. The Executive Committee recommends finalists to the Board of Directors. The Board of Directors are invited to participate in the final interviews with the candidates.

Following the final interviews the Board votes on a candidate to hire. Following the Board decision, the Executive Committee determines the compensation package for a salaried employee.

The President is charged with negotiating an at-will contract with the final candidate for a salaried position, and reporting the hiring negotiations to the Executive Committee.

Planned Absences

Paid Sick Leave

The American Harp Society understands that employees may be unable to perform their duties if they become sick. Paid sick leave is provided to employees to ensure they can take care of their own health or, as needed, provide personal care to a member of the employee's household, in case of illness. Sick leave benefits are earned on a prorated basis of one day per quarter, or 2.67 hours per month. The rate of accrual may be changed by action of the Board of Directors. Use of sick leave is subject to approval by the supervisor and must be requested in hourly increments. Sick leave accumulates from year to year. Sick leave benefits are not paid upon separation of employment from The American Harp Society.

Paid Vacation

Negotiated as a part of the hiring process.

Unplanned Absences

In the event of an unplanned absence of any full-time employee of the American Harp Society, the President will immediately inform the Executive Committee. The Executive Committee will draft procedures to address continuing the work of the absent employee including, if necessary, recommending a temporary appointee to fulfill the vacated position.

The Chairman of the Board will call a meeting to inform the Board of Directors of the unplanned absence. Recommendations from the Executive Committee are forwarded to the Board of Directors for review, discussion, and action.

Interim Salaried Employee Appointments

Should a temporary full time employee be hired, the employee will be compensated according to resources and experience.

The Executive Committee is responsible for monitoring the work of a temporary salaried employee and ensuring that the duties of the position and the financial stewardship of Society funds is sustained, protected, and secured.

Upon the appointment of a temporary employee to fulfill the responsibilities of a vacated salaried position, the President and/or the Chairman of the Board, on behalf of the Board of Directors, will send an announcement to the membership and relevant parties.

Full-time Employee: New Hire

A new hire for a salaried employee position may be initiated when a permanent absence is one in which it is unequivocally determined that the current salaried employee will not be returning to their position. Hiring processes for the AHS are case-dependent and based on the needs and resources of the organization.

Other Staff

Hiring

The Executive Director is responsible for the recruitment and at-will employment of all Other Staff. Other Staff positions are supervised by the Executive Director.

The Executive Director, in consultation with the Executive Committee, creates position descriptions for specific tasks or services requiring the hiring

of Other Staff. Compensation is determined based on market rates and in consultation with the Executive Committee. The position description is published in the e-newsletters, shared with the Board for dissemination, and communicated as appropriate in online sources.

Applicants are interviewed by the Executive Director, who, based on the available expertise from among the Board of Directors, may engage Board members in reviewing potential applications and/or applicants. Using case specific parameters, the Executive Committee and/or the President may be included in a final review of a candidate or candidates.

If the Other Staff position is working for the Executive Director, the Executive Committee can confirm the Executive Director's selection.

The Executive Committee and/or the Board of Directors may assist with the hiring of selected positions, for example the Editor of The American Harp Journal, and positions with fiduciary responsibility.

All hires proposed by the Executive Director are subject to approval by the Executive Committee and/or Board of Directors.

Absences

If Other Staff is unable to fulfill the specific tasks or services for which they have been hired, the Executive Director is empowered to hire as needed to fulfill the specific tasks or services.

Human Resources Policies

The employee letter of appointment represents the contract between the American Harp Society and the employee. The Society operates according to the policies contained herewith. The AHS reserves the right to make changes to the AHS Human Resources Policies

At-Will Status

The American Harp society is an at-will employer. At-will status is outlined in the employee letter of appointment (offer letter).

Employee Acknowledgement of Receipt and Signature

Employees will be asked to sign a statement indicating that they have received a copy of the AHS Human Resources policies, and that they have read and understood its contents. The Society maintains copies of signature pages with employment files.

Nondiscrimination/Anti-Harassment Policies

The Society complies with all laws and regulations prohibiting discrimination in hiring, advancement, firing and other terms and conditions of employment. The Society does not tolerate harassment.

The Society is committed to providing a work environment free from all forms of discrimination and/or conduct that can be considered harassing, coercive, or disruptive, including sexual harassment. Actions, words, jokes, or comments based on an individual's sex, race, color, national origin, age, religion, disability, or any other legally protected characteristic will not be tolerated. Employees who believe they have been the victim of such conduct may discuss their concerns with their immediate supervisor, any member of the Executive Committee, or any organizational ombudsperson.

Workers Compensation Policy

The AHS may offer workers compensation.

Pay Policies

Employees are paid once a month on the last business day of the month. Paychecks include earnings and any applicable benefits for all work performed through the end of that month's payroll period. The Society will process all IRS payroll tax payments and employee/employer deductions as required by law.

Benefits

Benefits are specified in the letter of agreement signed by the employee.

Leave Allowances

See Appendix F: Administrative Policies, Hiring and Leave Policies.

Expense Reimbursement

This section describes the circumstances under which business related expenditures are reimbursed, the type of documentation required to support reimbursement, and business travel guidelines in general. All reimbursed expense requests will follow the reporting and documentation process outlined in Credit Cards, below.

Approved travel costs are those budgeted by AHS and charged to an AHS credit card, or reimbursed if paid personally. Approved travel costs may include lodging, airfare and baggage fees; meals, rental cars, donor/client entertainment, dry cleaning, taxis/ride shares, and travel documents as in visas.

Flight upgrades, childcare or pet sitting, personal entertainment, parking tickets, alcoholic beverages, lost baggage, and late or cancellation fees are not covered unless approved by the President. Unapproved charges will be billed back to the employee and may be deducted from their next paycheck.

Travel for the Executive Director will be discussed and approved in advance in writing by the President or Chairman of the Board.

The Executive Director will approve employee or Independent Contractor travel. Expenses requested for reimbursement which are not charged to an AHS credit card must be reported on an expense report.

Credit Cards (the following represents current practice as of 1/2022)

The Executive Director and the Bookkeeper have AHS-issued credit cards. The Bookkeeper may use the credit card to pay an approved bill when other means are not available. The credit card issued to the Executive Director is used to cover three (3) areas of expense:

1. Monthly recurring budgeted expenses, e.g., AHJ and national event storage unit fees, membership management systems, online streaming service payments, as well as expenses related to Board travel master bills and catering for national events.
2. Hotel and facility deposits requiring a credit card on file.
3. Occasional additional expenses, e.g., postage, office supplies, etc.,

Receipts are printed to a PDF, the relevant general ledger account number(s) are added, and a note as to what the expense covered is added to the receipt. Annotated receipts are uploaded to a subfolder in the Accounting Dropbox.

Prior to paying a credit card bill, the Executive Director and Bookkeeper verify all charges using the annotated receipts, and code/allocate the expenses accordingly. The President signs off and approves the credit card payment.

Lost or stolen cards will be reported to the credit card company and an immediate supervisor.

Abuse of this policy may result in immediate termination.

Whistleblower Policy

See Appendix F: Administrative Policies, Whistleblower Policy.

Employee Grievance and Discipline Procedures

The American Harp Society operates under non-discrimination and anti-harassment policies intended to provide a safe and productive work environment. The Society requires employees to follow rules of conduct that protect the interests and safety of all employees and the Society, and align with the requirements of the nondiscrimination and anti-harassment policies.

The following list includes examples of infractions of rules of conduct that may result in disciplinary action, up to and including termination of employment:

- Unauthorized divulgence of any Society member or donor information without the member's or donor's prior consent
- Theft or inappropriate possession, usage, or removal of property
- Falsification of timekeeping records
- Working under the influence of alcohol or illegal drugs
- Possession, distribution, sale, transfer, or use of alcohol or illegal drugs in the workplace
- Insubordination, harassment, use of discriminatory language, or other disrespectful conduct
- Excessive absenteeism or any absence without notice
- Unauthorized disclosure of or confidential information
- Violation of personnel policies
- Unsatisfactory performance or conduct

Employee Grievance Procedure

Employees with questions or concerns regarding the workplace environment are encouraged to bring the issue(s) to the attention of their immediate supervisor, or any board member. Employees can raise concerns and make reports without fear of reprisal. Anyone found to be engaging in any type of unlawful discrimination will be subject to disciplinary action, up to and including termination of employment.

Employee Discipline and Discipline Procedure

From time to time it is necessary to take disciplinary action, which may include written or verbal counseling, suspension, or other discipline up to and including discharge. Employment with the AHS is at-will, therefore employees are not guaranteed that they will receive advance warning prior to any disciplinary action, or that discipline will be applied progressively (i.e. employees are not guaranteed verbal or written warnings prior to more severe discipline including discharge being applied).

Insurance Policies

The Society holds three insurance policies. The first provides liability insurance for directors and officers; the second is a commercial liability policy covering Society activities (such as chapter meetings and events, site visits, in-person Board meetings, materials in storage, etc.); the third bonds the Executive Director and the Bookkeeper.

Chapters requiring a certificate of insurance may complete the Chapter Request for Event Certificate form, available on the website. The certificate of insurance application form is listed in Appendix G: Forms and Reports.

Investments, Changes (Notifications Procedures)

Allocations, Changes, Development, Reporting

Investment and Spending Policy (ISP) is reviewed regularly by the Board for three accounts: Cash Reserve Account; Funds Functioning as an Endowment; and the Ruth Wickersham Papalia Scholarship Fund. The ISPs are listed in Appendix G: Documents, Forms and Reports.

The Financial Investment Advisory Committee may recommend changes to the Society investments. Financial changes are authorized by the Executive Committee or the Board of Directors. The Society designates four account signers, traditionally the President, Treasurer, Bookkeeper and Executive Director, who are the individuals authorized to communicate changes to Society accounts. Should the individuals occupying these positions live in a jurisdiction not served by the Society's financial advisory firm, an alternate individual or individuals may be appointed to be account signers. The Executive Committee authorizes changes to account signers.

Once a financial change has been approved, one of the four (4) authorized delegates notifies the financial manager of the Society's accounts to enact

the changes. The Executive Director generally communicates changes for Society accounts.

Emergency Investment Action Procedure

In cases of exigent circumstances, changes to the investment holdings of the Society will require the consensus action of three members from the Executive Committee and/or the Financial Investment Advisory Committee (FIAC) with a recommendation that at least one member of FIAC be included in the group of three. The Executive Director, President, or Treasurer will notify in writing all members of the Executive Committee, FIAC, and the financial investment managers of actions taken to protect the financial investments of the Society.

Logo Usage Policy (approved by the Executive Committee, 5th 2016-2017 Meeting, November 2, 2016) (harpociety.org/membership/benefits.html)

Following the regulations listed below, American Harp Society members in good standing are welcome to use the AHS member logos (download below) on their web sites (personal or professional), email, social media, brochures, and similar applications. The logos below are the only versions authorized for such purposes.

Please follow these important AHS regulations for member logo usage:

- Members may use no more than one AHS member logo per web page.
- Each logo displayed online must include a link to www.HarpSociety.org.
- AHS Member logo must remain in its original form and may not be altered in any way.
- Use of the logo that suggests official representation of or partnership with AHS is strictly prohibited.
- Logos may not appear as endorsements of any product, activity, individual or organization.
- Logos may not be used on sites or materials that include political or religious endorsements.
- AHS logos shall not be displayed on pages or materials that solicit donations on behalf of any individual or organization.
- AHS logos shall not be displayed on sites or materials that promote or engage in any offensive, discriminatory or unlawful activity.

We hope the use of the AHS logo is helpful in your correspondence, materials and online presence. Please report any suspected misuse or abuse of AHS logos to the Executive Director at ExecDir@HarpSociety.org.

Whistleblower Policy (approved by the Board of Directors, 210th meeting, June 21, 2022)

The American Harp Society Code of Ethics promotes honesty, integrity, and transparency in pursuit of the goals and objectives of the Society. The American Harp Society maintains an open-door policy with high standards for transparency and accountability. This Whistleblower policy affirms that the AHS takes the reporting and complaint reporting process seriously. The Code of Ethics requires employees, staff and volunteers to observe high standards of business and personal ethics in the conduct of their duties and responsibilities. Representatives of the organization must practice honesty and integrity in fulfilling their responsibilities, and comply with all applicable laws and regulations.

The AHS Whistleblower Policy establishes policies and procedures for:

- The submission of concerns regarding questionable accounting or audit matters by employees, directors, officers, and other stakeholders of the organization, on a confidential and anonymous basis.
- The receipt, retention, and treatment of complaints received by the organization regarding accounting, internal controls, or auditing matters.
- The protection of employees, staff, and volunteers reporting concerns from retaliatory actions.

Reporting Responsibility

This Whistleblower Policy provides a process for employees, staff, and volunteers to raise concerns internally so that the Society can address and correct inappropriate conduct and/or actions. Employees, staff, and volunteers are responsible for complying with the AHS Code of Ethics and Diversity, Equity and Inclusion statements and to report violations or suspected violations in accordance with this Whistleblower Policy.

Reporting Procedure (Reporting Violations)

The Society respects an open door policy and suggests that employees, staff, and volunteers share their questions, concerns, suggestions, or complaints with their supervisor or with a member of the Executive Committee. The supervisor or Executive Committee member is required to report complaints or concerns about suspected ethical and/or legal

violations in writing to the President or the Executive Director. The President or the Executive Director is responsible for researching complaints and working towards an internal resolution wherever possible.

Complaints regarding financial accounting or alleged financial improprieties are reported directly to the Executive Committee. The Treasurer and Chair of the Financial Investment Advisory Committee will work with the Executive Committee until matters are resolved.

Should steps towards mediation be required, the President and/or the Executive Director will consult with the AHS legal counsel. The President or the Executive Director is responsible for ensuring that all complaints about unethical or illegal conduct are investigated and resolved. Complaints and their resolutions will be reported to the Board of Directors.

No Retaliation

This Whistleblower Policy encourages and enables employees, staff, and volunteers to raise concerns within the Society for investigation and appropriate action. With this goal in mind, no employee, staff member, or volunteer who, in good faith, reports a concern shall be subject to retaliation or, in the case of an employee or staff member will suffer adverse employment consequences. Moreover, an employee, staff member, or volunteer who retaliates against someone who has reported a concern in good faith is subject to discipline up to and including dismissal from the volunteer position or termination of employment.

Acting in Good Faith

Anyone filing a complaint concerning a violation or suspected violation of the Code of Ethics or Diversity, Equity and Inclusion statements must be acting in good faith and have reasonable grounds for believing the information they disclose indicates a violation. Unsubstantiated allegations will be viewed as a serious disciplinary offense.

Confidentiality

Reports of concerns and investigations pertaining thereto, shall be kept confidential to the extent possible, consistent with the need to conduct an adequate investigation.

Disclosure of reports of concerns to individuals not involved in the investigation will be viewed as a serious disciplinary offense and may result in discipline.

APPENDIX G: DOCUMENTS, FORMS, AND REPORTS

This is a listing of all of the documents, forms, and reports for the Society. The actual documents are found on the Society's website, or may be obtained by contacting the Executive Director.

Administrative

Administrative Calendar
Independent Contractors Terms and Conditions

Board of Directors

Annual Conflict of Interest and Disclosure Statement
Conflict of Interest Policy
Executive Director Review Questionnaire
Minutes Style Sheet
Request for Regional Newsletter information
Sample Schedule of Meetings for National Events

Committee Chairs and Liaisons

Coordinators and Committee/Working Group Chairs Annual Report
Coordinators and Committee/Working Group Chairs Mid-Year Report
Liaisons & Appointees Annual Report
Liaisons & Appointees_Mid-Year Report

AHS Archives

Complete Audio Recording Catalog: Audio Recordings (PDF)
Complete Video Recording Catalog: Video Recordings (PDF)
International Harp Archives Brochure (PDF)
Interview Series Catalog

The American Harp Journal

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Chapter Change of Name or Jurisdiction Procedure (PDF)

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Chapter Dissolution Procedure (PDF)
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Petition to Change Name or Jurisdiction of Chapter (PDF)
Petition to Dissolve a Chapter (PDF)
Petition to Reactivate an Inactive Chapter (PDF)

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Endowment ISP
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- Grants Program
 - Application Form
 - Application Guidelines
- Music Education Auditions & Evaluations Program
 - Chapter Reimbursement
 - Guidelines for Chapters
 - Information for the Advisor
 - Invitation to Participate
 - Planning Tools
 - Sample Registration Form
- National Competition
 - Application
 - Complete National Competition Rules
 - Comprehensive Repertoire List
 - Guidelines for Applicants
 - Guidelines for Making and Submitting Digital Video (DV) Recordings
 - Prior Years' Competition Winners
 - Repertoire and division age requirements
- Ruth Wickersham Papalia Scholarship Award
 - Application Form
 - Award Guidelines
- Winners' Outreach
 - Chapter Application Form
 - Program Guidelines
- Young Composers Project
 - Application Form
 - Program Guidelines