



*The Gladlynt
Chamber Orchestra*

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Management & Leadership Project

University of Kentucky

AAD 620: Management & Leadership

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May 20, 2014



TABLE OF CONTENTS

Description.....	3-5
Management & Organization.....	6-7
Job Description.....	8-9
Recruitment.....	10
Retention.....	11
Performance Evaluations.....	12-13
Leadership Philosophy.....	14
Board Manual.....	15-23
Bibliography & Appendix.....	24



The Gladlynt Chamber Orchestra

Description:

The Gladlynt Chamber Orchestra is a classical music performance organization located in the thriving arts and cultural universe of downtown Grand Rapids, MI. The Orchestra offers its own performance season located in its performance space and also tours extensively to local schools for educational performance opportunities to enrich the lives of a younger audience.

The *Gladlynt Chamber Orchestra* is unlike a symphony or philharmonic orchestra because they perform music on period instruments from the 1600s -1700s solely from the Baroque era. The music is composed specifically for a chamber orchestra, which consists of about fifty or sixty instruments whereas a philharmonic orchestra has around a hundred. This smaller orchestral size brings a more intimate musical performance experience than that of a full symphony, something the Grand Rapids Area has never been seen or heard before.

Management:

The Gladlynt Chamber Orchestra runs with the oversight of an Executive Director and Seven other main staff members including the Administrative Assistant, the Grant Writer, The Personnel Manager, the Accountant, and the Librarian, the Conductor, and the Educational Coordinator with a brief explanation of their roles below:

Executive Director- The Executive Director has direct authority over all staff members and is in charge of fundraising for the organization along with artistic planning efforts for the season. Ticketing, programming, marketing, and public relations will all run through the Executive Director. The Executive Director will be overseen by a board of directors consisting of volunteer members of the community.

Artistic Director- The Artistic Director will work closely with the Executive Director on all aspects of artistic planning for the orchestra's season repertoire and ticketing, programming, marketing, and public relations. They will need to have knowledge in non-profit policy and technology because much of their work will be with marketing and computer based programs. The Artistic Director will work with the Librarian to give updates on what music to purchase for the upcoming seasons repertoire. The Artistic Director will also work closely with the board of directors in volunteer committees.

Marketing Director- The Marketing Director will work closely with the Executive Director and Artistic Director on planning out the seasons marketing and advertising materials. They will be in charge of providing programs and other materials including posters, postcards, advertising, updating the website and other marketing and advertising items.

Grant Writer- The Grant Writer will need to be well versed in policy and government funding opportunities. She/he will look for grants from the government for upcoming season's funding.

Personnel Manager-The Personnel Manager must be well informed of instrumentalists and preferably have musical knowledge. They will be hiring and working directly with obtaining musicians for each concert. There will be a section of *Stringed Instruments* including: Violins, Violas, Cellos, Basses. *Woodwinds*: Flutes, Oboes, Bassons. And *Brass*: Horns, Trumpets, etc. The Personnel manager will work closely with scheduling rehearsal times and being in direct contact with the musicians throughout the year.

Accountant- The Accountant will need to have knowledge in tax and revenue policies for a 501(c)3 non-profit organization and will be entering all of the expenses and profits for the orchestra.

Librarian-The Librarian will need to be able to read music, and music scores and have an extensive knowledge of Baroque Classical Music. The Librarian will obtain all of the music and copy and put together the repertoire for each instrument in each concert. This will consist of a possible 60 musician folders of music. They will work directly with the Executive Director, Administrative Assistant, and the Conductor of the orchestra on artistic planning for the season.

Conductor-The conductor must be experienced in conducting chamber orchestral groups and have extensive knowledge in all areas of musical instruments. They will be conducting all rehearsals and concerts in the venues the season's concerts will be held in. They will work with the Executive Director, Librarian, and Educational Coordinator.

Educational Coordinator-The Educational Coordinator will need to be well-connected to many of the schools in the West Michigan area. Their main duty will be in conversing with school music directors and arts programming leaders at nearby school in finding performance opportunities for *The Gladlynt Chamber Orchestra*. Strong organizational, social, and public speaking skills are required. The Educational Coordinator will travel with and provide transportation to the orchestra members and conductor to every school concert. They will work closely with the marketing director on advertising materials for schools and programing.

A **board of directors** consisting of volunteers from the community will meet annually and have much say in the running of the orchestra. The term of each board will be 4 years long and they will run committees and have general oversight over the Executive Director. There will be a board president, vice president, and secretary/treasurer. They will meet annually to discuss planning.

Mission & Vision:

It is the mission of *The Gladlynt Chamber Orchestra* to revive the joy and intimacy of Baroque Classical Chamber Orchestra music to the public through performance and educational outreach opportunities.

It is the vision of the Gladlynt Chamber Orchestra to see the growth in classical and Baroque music education and provide excellent performance and educational outreach to area high schools with little or no art funding.

Values:

The Gladlynt Chamber Orchestra places a high value on:

- Quality music performance
- Outreach performances in local area schools
- Educational experiences teaching and connecting the public to the Baroque Era classical chamber music repertoire.

Services:

So many people of the younger generation are not being exposed to live classical music performance due to cut funding in schools. Art programs are one of the first things to go in this fast paced world with so many demands. Many families simply do not have time or money to attend a symphony orchestra concert or other classical music performance. With the services *The Gladlynt Chamber Orchestra* provides, the younger generation will be exposed to this vital art form at no extra charge and during the school day.

It has been proven that live classical music enhances the brain's capabilities to process information. *The Gladlynt Chamber Orchestra* will provide classical music performances on period instruments from the Baroque Era of classical music in the performance venue and give educational talks about the history of this style of music during outreach concerts at the local area schools in an effort to show the public the joys of this musical form and educate about the historic roots of today's music.

Management Organization of the Gladlynt Chamber Orchestra

Because the Gladlynt Chamber Orchestra is a smaller non-profit organization the management is a more centralized structure but also shows some characteristics of a decentralized structure. The Executive director makes many of the decisions and provides much of the direction for the company and is responsible for the business operations. It includes multiple layers of management in a tiered but flat structure with five different tiers.

The board of directors is above the Executive Director in the fact that they can overrule the executive's decisions if they feel they do not comply with the mission and goals of the organization. But the Executive Director makes much of the plans and has final say in decisions. The managerial control of the Executive Director is very wide with the Artistic and Personnel Manager following.

There are 3 departments total: Administrative, Artistic, Operations.

Administrative: the Executive Director, the Board, Personnel manager, Educational Coordinator.

Artistic: Artistic Director, Conductor, Librarian, and musicians.

Operations: Marketing Director, Accountant, Grant Writer

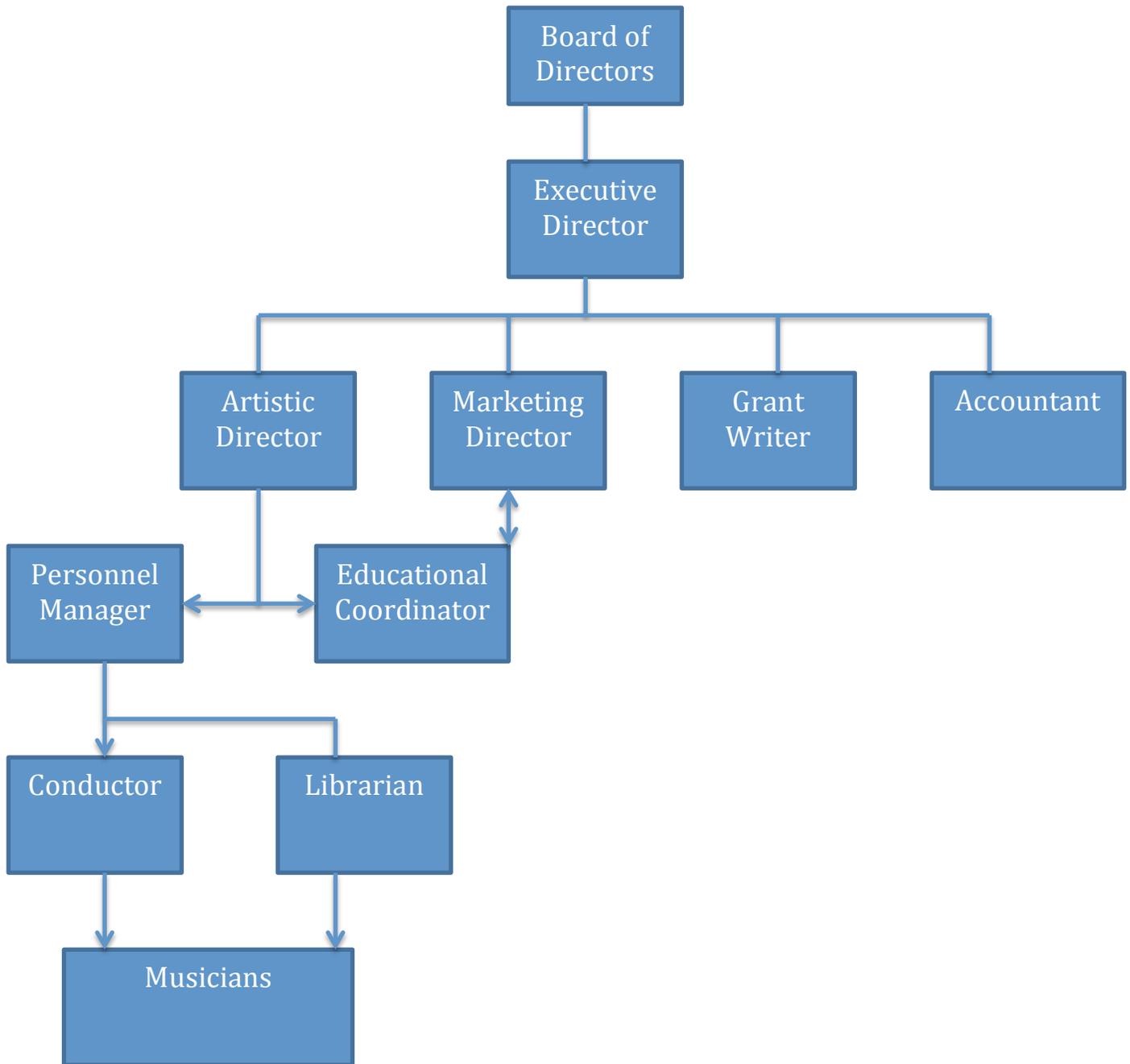
The Executive director is in charge of fundraising and has say in all matters of the organization. They work most closely with the Artistic Director, Marketing Director, Accountant, and Grant Writer.

The Accountant and Grant Writer work alone on their responsibilities and answer only to the Executive Director. They do not have much direct communication in terms of business with the other staff members.

The Artistic Director is in charge of the Personnel Manager, Educational Coordinator. While the Conductor is in charge of/has direct communication with the Librarian and Musicians. The personnel manager is in direct communication with the musicians to hire them and relay what time performances and rehearsals will be.

The Marketing Director communicates directly with the Executive Director to plan out the advertising and programs for each season. They also communicate with the Educational Coordinator who has direct communication with the Librarian in determining music selection and coordinating music programming for the school concerts and giving that music to the musicians.

**The Gladlynt Chamber
Orchestra
Organization Staff Flow Chart**



The Gladlynt Chamber Orchestra
Grand Rapids, MI
Executive Director

Summary Statement:

As the head and manager of all daily activities and services supporting the Gladlynt Chamber Orchestra The Executive Director will carry out much of the strategic planning, funding, budgeting, and managing/marketing of the organization. The executive director will be in charge of all staff including oversight of programming, education outreach, sponsorship, and front of house administration. And as the corporate head will report to the board of directors on a regular basis to ensure the mission and all legal and requirements are complied with. The individual must be bold and creative, seeking to enhance the Gladlynt Chamber Orchestra's image as a vibrant community chamber orchestra.

Much of the Executive Director's time will be spent in the community creating and growing the Arts Center's image with a variety of constituents including community leaders, donors, artists and other directors of artistic/cultural organizations.

Supervisory Statement:

The Executive Director will report to the board of directors 4 times annually. During board meetings the Executive Director will lay out his/her strategic plans for the organization and all changes in policy will be approved or disapproved by the board.

Duties:

- Hiring/Firing of remaining staff members
- Administration & Management of staff
- Fundraising & Development
- Strategic planning & Orchestral Programming
- Public Relations with press and public
- Marketing of performances
- Implementing & maintaining office systems
- Ensuring corporate and legal requirements complied with

Skills, Knowledge, & Abilities:

- The individual must be skilled in financial affairs and development of a non-profit arts organization and will be overseeing the assets and expenditures of the Orchestra's resources along with generating revenue and funds.
- The individual must have excellent communication and people skills in order to work and assist the Board to provide training, recruiting, and engaging of the board.
- The individual must have excellent managerial skills and knowledge to oversee all daily operation concerning the building and staff oversight.

Education & Experience Required:

- A Bachelor's Undergraduate Degree is required and an advanced degree (MBA, MFA, etc.) is desirable.
- 3 years experience in a non-profit arts organization with managerial position
- Successful track record of leadership

Physical Demands:

- Includes some traveling in the local area to promote and fundraise.
- Standing during events and talks.

Salary & Benefits:

Highly competitive. \$30 an hour

Employment Status:

- Full Time Temporary Position, 40 + hours per week
- Hourly paid position

The Gladlynt Chamber Orchestra
Grand Rapids, MI
Conductor

Summary Statement:

As the director of all musical activities involving the Gladlynt Chamber Orchestra the conductor will be responsible for all rehearsals and performances of the organization. The individual will be in charge of creating program repertoire and work closely with the Executive Director on strategic planning for the current and upcoming seasons.

The individual will work closely with the musicians, librarian, personnel manager, and educational coordinator to plan and provide the musical programmatic information for all local and educational outreach performances. The Conductor must be skilled and proficient in reading and directing classical music and must have background in musical education and employment. Must also be excited about furthering the organizations goals and mission.

Supervisory Statement:

The Conductor will report directly to Executive Director and will meet with the board of directors to lay out programmatic and seasonal planning.

Duties:

- Planning of orchestral programmatic material for current and future seasons
- Managing of all rehearsals and performances
- Implementing & maintaining musical excellence for the orchestra

Skills, Knowledge, & Abilities:

- The individual must be skilled in directing musical ensembles (specifically those composed of stringed instruments), and be proficient in musical vocabulary and repertoire. He/she will work closely with the stringed musicians and work to develop the best technique and interpretation of historical chamber music from the 17-1800s.
- Must have time management and interpersonal communication skills to run rehearsals and performances smoothly and efficiently.

Education & Experience Required:

- A Bachelor's Undergraduate Degree in Music is required and an advanced degree (MM) is desirable.
- Prior Experience conducting and directing a musical ensemble highly recommended
- Successful track record

Physical Demands:

- Includes traveling in the local area for rehearsals and concerts.
- Standing for long periods of time during rehearsals and performances.

Salary & Benefits:

Highly competitive
From \$20-40 per hour

Employment Status:

- Part-Time Position
- 20 + hours per week
- Hourly paid position

Recruitment:

The Gladlynt Orchestra is seeking excited and self-motivated leaders who have a love of chamber orchestra music. Our employees must have non-profit work experience and a background in the arts, especially orchestral music. Our organization values honest, energetic, and trustworthy workers who are confident in their abilities to lead an arts organization in the West Michigan area and are willing to promote our orchestra and its musicians. Each of our employees has a unique role in our organization, but like the many musicians of an orchestra our administrative staff all plays just a part of the working whole of the Gladlynt Chamber Orchestra.

We will be collaborating with schools in the area to promote educational outreach opportunities of our music performances. The face of the Gladlynt Orchestra is our staff, thus we seek members who have a passion for children along with orchestral music. As part of the West Michigan Area there are many music organizations alongside the schools we work with that we wish to partner up with in the future including: St. Cecilia's Music Society, The Grand Rapids Symphony & Youth Orchestras, The West Michigan Symphony, The Holland Symphony, the Holland Area Arts Council etc. As we seek to be associated and collaborate with these organizations our employees should note that their actions will positively or negatively affect these partnerships.

As a non-profit arts organization we need leaders who have knowledge not only in the arts but in many other fields and have connections in the community to further promote our mission, vision, and values. People who have knowledge in accounting, government policy, school programs, management, business, leadership positions are highly recommended in order to broaden the network of our organization.

To recruit these types of people we need to strongly and succinctly communicate our values, mission, and vision and hopes for what the Gladlynt Chamber Orchestra will bring to the community as a whole. Michigan will benefit by gaining another high quality classical orchestral group that is not only committed to bringing quality music to the community but to educate the public to sustain West Michigan's arts and cultural atmosphere. The economy will grow and we will attract audience members that may not have been brought to the area before.

To communicate this image to the public we will market our hopes and vision through advertisements locally and internationally to search for competent leaders who will help the organization to meet these needs and with a vision to help us grow to reach our full potential.

Recruitment will be held both internally and externally based on the needs of the organization at the time. Interviews will be held to assess the possible candidates skills and backgrounds. We will be proactive in strategic planning in our human resources while keeping track of our employees KSAOCs.¹

Retention:

To encourage retention The Gladlynt Chamber Orchestra's corporate culture will value teamwork and respect for each individual member to foster and strengthen our employees' loyalty. This loyalty will lead to long-term commitment leading to the retention of our highly educated and valuable staff members. The company will maintain honest communication with each employee to build trust and create an atmosphere of safety for the staff and supervisors. This atmosphere will foster an environment that will help our employees to use their knowledge to push the organization forward with their ideas and plans.

Our supervisory staff will be required to give each employee a job description and training to show what is exactly expected from each employee every day they are at work. This will create a stress-free atmosphere where the employees know exactly what is required of them and they will be able to have clarity about their expectations, how to reach their potential, and provide a framework for them to succeed. The evaluations the employees receive each year will give an opportunity for them have feedback on how they are reaching their potential and know what they will need to work on or have constructive criticism for their performance. Each employee will have the ability to speak opinions freely in a safe environment during our staff meetings so they may be heard and respected.

As an employee of the Gladlynt Chamber Orchestra each staff member will be allowed access to 2 complimentary tickets to each performance during the normal season concert schedule. These tickets will be distributed before each concert on a sign-up basis. The complimentary tickets can be for personal use or for anyone the employees choose to receive them e.i family members, friends, or community members. This will be in place not only to show our appreciation towards our employees but also to promote and further the outreach of our audience size and provide recruitment opportunities.

Based on the Gladlynt Orchestra's mission, vision, and values our employees will all be those who have a vast knowledge of classical and orchestral music, be very well-educated, exuberant, and ready-to-learn. With these qualities we will also be able to send one employee a year to a national art conference of joint selection. The supervisor will work with the employee of choice to find a valuable conference to attend. This will create an opportunity for our staff to take pride in their knowledge and hard-work while also giving the employees an opportunity to learn and grow their capabilities. To evaluate our employees' satisfaction we will have opportunities for feedback each year along with our evaluation reports with the 360-degree. Our employees must feel rewarded, recognized, and appreciated in order to have retention and future success.

Performance Evaluations:

Performance Evaluations for the Gladlynt Chamber Orchestra Staff members will be submitted once every year towards the end of the orchestra's season. The evaluation will consist of a supervisor's evaluation in narrative and rating scales along with 360-degree evaluation from other staff members. For the conductors evaluation there will also be an evaluation specifically done by the musicians in the orchestra that demonstrates his/her ability to lead the group effectively. Below is an example of what these supervisory and 360-degree evaluations will look like.

Performance Evaluation Form

Performance Competencies

* To be completed by staff members direct supervisor.

Scale:

4 Exceptional: performance is consistently superior and exceeds requirements of position

3 Highly Effective: performance frequently exceeds requirements

2 Effective: performance consistently meets position requirements.

1 Unsatisfactory: performance fails to meet minimum requirements; employee lacks skills

0 New/Not Applicable: employee not been in position long enough to have demonstrated skills.

Supervisors Evaluation

Supervisor Name: _____

Employee Name: _____

Rate:

1. Skill ad proficiency in carrying out assignments

0 1 2 3 4

describe:

2. Possesses skills and knowledge to perform job competently

0 1 2 3 4

describe:

3. Organized and able to prioritize workload

0 1 2 3 4

describe:

4. Accountable for responsibilities and sees tasks through in a timely manner.

0 1 2 3 4

describe:

5. Communicates effectively with supervisor, peers, etc.

0 1 2 3 4

describe:

6. Able to Work Independently.

0 1 2 3 4

describe:

7. Teamplayer?

0 1 2 3 4

describe:

8. Reliable?

0 1 2 3 4

describe:

List:

9. List all employee's abilities that contribute to his/her effectiveness.

10. List aspects of performance that require improvement.

11. What goals do you seek to accomplish this fiscal year with the Gladlynt Chamber Orchestra? (To be completed by staff member)

*Evaluations are to be completed with the supervisor in a quiet setting with one-on-one communication. Supervisor will give constructive feedback when necessary and goal setting will be discussed for the next year. Evaluations will be submitted to the Executive Director for filing and further evaluation.

Leadership Philosophy

As a leader I want to instill vision and passion into my team and lead by example in character. In a world that is ever changing, being able to adapt to an audiences constantly changing needs would need to be one of my aspirations. Being the head of an arts organization I would wish to support the mission, vision, and values of the organization to further the organizations cause towards providing great art for the community. I would take on the role of not only a manger who was there to direct a team and get a job done but also one who empowered and created forward motion.

Having a forward looking attitude, I would recognize that I would need to be the navigator and planner but also have enough emotional intelligence and intuition to take note of my surroundings. I would want to be a humble yet firm leader who believed in their organization and pursued a deeply rooted work ethic.

Enabling my team to reach their full potential would be one of my highest priorities, followed by environment and customer or public satisfaction. As the Hawthorne Effect stresses the importance of human interaction I would also stress the importance of empowering my team. In an orchestra or any arts organization people are the greatest assets. Without enabling the staff and employees there would be no one to create a sustainable or satisfactory product. A communicative and safe environment would further this process of empowering the people which would then lead to customer satisfaction.

Adapting through the contingency approach to bend to meet the needs of any situation would be one of the theories of management and leadership that I would establish. Without adapting to constant changes growth would become stagnant. I would want to be able mix different techniques to create a plan that fits the problem.

Through empowering the people and creating a comfortable environment this would lead to customer satisfaction. The TQM or Total quality Management theory would come into play as well. I would wish to empower my people to constantly seek to improve their processes and the final products that we would produce so they could take satisfaction and pride in their work.

While creating an environment of open communication I would also which to be a leader who was willing to consult with their staff. The normative leadership model of being a leader who inspires people to go beyond their normal work behavior in response to conflicts to be able to brainstorm and ask question while still advising. Collaborating like this when necessary is crucial.

The corporate culture would be one that upheld division of work and was focused on open communication that fostered trust but also with clear understanding of authority and discipline. The organization would be realistic in goal setting but also create an atmosphere of accountability.



Board of Directors Manual

Last Update: October 31st, 2014



Board of Directors Manual

Table of Contents

Section 1: Contacts

- 1. Mission & Vision.....2
- 2. Board of Directors List-Table.....2
- 3. Staff Member List-Chart.....3

Section 2: Board Responsibilities

- 1. Board Structure.....4
- 2. Board Committees.....4
- 3. Board Duties.....5
- 4. Annual schedule.....6
- 5. Board Retreat.....6

Section 3: Legal Information

- 1. By-Laws- Articles I-III.....7
- 2. By-Laws- Budgeting & Financial Stability.....8

Section I: Contacts

1.1 Mission & Vision

It is the mission of *The Gladlynt Chamber Orchestra* to revive the joy and intimacy of Baroque Classical Chamber Orchestra music to the public through performance and educational outreach opportunities.

The Gladlynt Chamber Orchestra places a high value on:

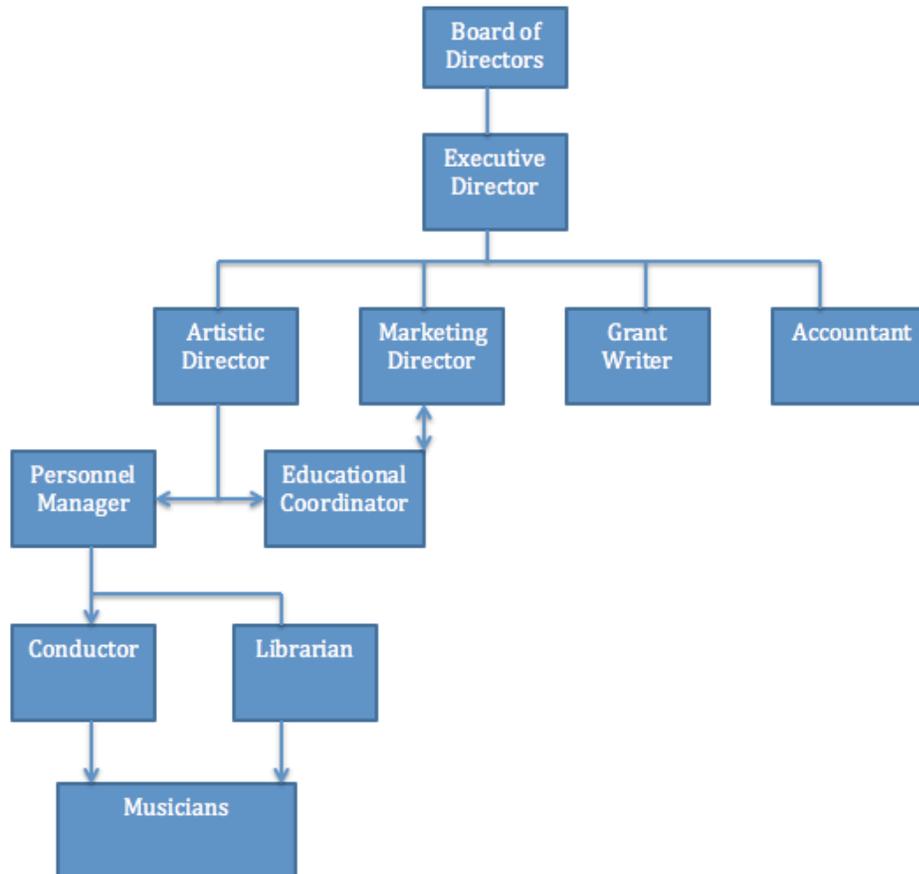
- Quality music performance
- Outreach performances in local area schools
- Educational experiences teaching and connecting the public to the Baroque Era classical chamber music repertoire.

1.2 Board of Directors List-Table

Position	Name	Job	Skills
Chairperson	Don Allen	Lee Computer Consulting Company (retired)	Highly affluent and past Board President of the Chicago Symphony. Much experience with the orchestral community and many connections with companies around town.
Chairperson Elect	Peter Cook	Miller Johnson	Skilled in public speaking. Highly connected.
Immediate Past Chairperson	Dorothy James	Gazelle Sports Owner	Connected with many schools and sports teams in the area. Owner of the local sports retail franchise and activist for musical engagement. Previous orchestra member.
Vice Chairperson	Mary O'Neil	West Michigan Heart Surgeon	Highly dedicated surgeon and donor to the Gladlynt Chamber Orchestra
Vice Chairperson	Parker Brown	Wells Fargo Banker	Season Ticket holder to the orchestra who is a banker in the area and aware of non-profit budgeting issues. Highly skilled in money and policy issues.
Vice Chairperson	Anna Lee	Retired Orchestral Teacher	Well connected and knowledgeable about the challenges musicians face. Direct interaction between school educators and our educational outreach programs
Secretary	Jonathan Zimmerman	Civic Accountant	Skilled in accounting. Very organized and intelligent.
Treasurer	Mark O'Connell	O'Connell Firm	Lawyer. Well-connected. Love of music
Member	George William IV	Owner of West Michigan Pianos	Music connection and well-versed in musical leadership in the West-Michigan area.
Member	Johannes Schmoelling	BDO Accounting Partner	Bi-lingual, originally from Germany. Has many connections to orchestral musicians and skilled in accounting
Member	Lisa Mattias	Michigan State University President	President of the University. Connected to state heads and local educational opportunities.
Member	Lori Grasstha	Mother -Teacher	A mother of 4 and highly dedicated to bringing music to the younger generation. Married to a lawyer in the area.
Member	Jim Stuart	Senior Pastor of Kent Christian Reformed Church	Connected to the public and a leader of religious activities in the area.
Member	Katie Sorensen	Grand Rapids Symphony Flute Player	Flute player and musician. Knowledgeable about the dynamics between the musicians and staff.
Member	Andrew Suttner	Huntington Bank	Banker. Lover of music.
Member	David Jones	Managing Director of Finances for Meijer Grocery Stores	Connected to the local grocery stores. Very skilled and energetic community member and financial advisor in the area.
Member	Carol Jennings	West Michigan Design Center Founder	Design artist. Excellent in advertising and marketing advice.
Member	Emily Fai	Violist in Gladlynt Chamber Orchestra	Musician. Connected to students in the area and staff members of the orchestra.
Member	Kim Woo Bin	Conductor of Muskegon Michigan Public School Orchestra Programs	Well-connected to other musicians and conductors. Helps out greatly with our educational outreach opportunities to local schools.

Section I: Contacts

1.3 Staff Member List-Chart



Section 2: Board Responsibilities

2.1 Board Structure

Total Members 19

Executive:

Chairperson

Chair Elect

Immediate Past Chair

3 Vice Chairs

Secretary

Treasurer

Remaining Board Members:

8 Members

2.2 Board Committees

Audit Committee 2 people total

Charged with oversight of the financial reporting of the chamber orchestra. Will vote together to select an independent auditor and assist the board of directors in fulfilling corporate oversight of financial reporting/ internal and external audit functions.

Community Engagement Committee 3 people

Work together to identify ways in which the Gladlynt Chamber orchestra can work more closely with local businesses and universities to engage and create programs of diversity and future partnerships.

Development/ Strategic Planning Committee 5 people

This committee will help the board ensure that enough money is raised and fund development. Will work closely with the executive director and partner as well with the community engagement committee. Will create a vision and implement an annual strategic plan to facilitate.

Educational Steering Committee 3 people

Steering committee will work with the local directors/conductors in the West Michigan area to coordinate educational concerts and performance opportunities for the orchestra.

Marketing Committee 2 people

Work with the Artistic Director and Marketing Director to plan and give feedback on marketing and advertising.

Nominations and Governance Committee 3 people

Will be responsible for assessing nomination of future board members and will work with the governance committee and executive director.

Section 2: Board Responsibilities

2.3 Board Duties

The Board Members of the Gladlynt Chamber Orchestra are vital members in creating and sustaining the mission, vision, and values of the organization. They will be responsible for ensuring that the strategic plan is in line with the direction of the orchestra and will evaluate and review the staff and direction. They should be engaged artistically, financially and locally in engaging the community in our endeavors and be season ticket holders to the Orchestras Programs.

The Board will work with the Executive Director to develop fund-raising policies and procedures as well as fostering donor cultivation. They will need to report all reports and statements as requested.

We have a history of commitment to education and music performance and the organization of staff and volunteers to cater our events is crucial. The board will be active in our fund-raising to support our events and help create policies to provide oversight to our management and leadership.

Core Values of Board Members

Passion for Excellent Music and the people we serve

Commitment to diversity in staff and our programs and community service

Achieving the highest standards of organizational excellence

Innovation and creativity will be honored

Respect for individuals in the community and the board/staff

Stewardship trust, and responsibility financially and programming

Teamwork and establishing partnerships.

Outreach through music educational experiences

Section 2: Board Responsibilities

2.4 Annual schedule

Regular quarterly meetings of the Gladlynt Chamber Orchestra Board shall be held at 7:00pm at the Concert Hall in Grand Rapids, MI on the following Dates with an annual board retreat to proceed the annual meeting:

May 20, 2014Annual Strategic Planning Meeting

November 25, 2014.....Executive Evaluation

March 20th, 2015.....Annual Budget Hearing

April 19, 2015.....Educational/Committee Meetings

May 17-19, 2015.....Board Retreat

2.5 Board Retreat

The Gladlynt Board will meet once a year to review the past year and plan for the coming. The board retreat will be held on-sight in 4 hour sessions. Food will be provided each day. The following will be the layout of these annual retreats:

The Gladlynt Chamber Orchestra
Board Retreat Agenda
May 17-18, 2015

Facilitated by the Administrative Assistant
Call 616-787-8769 for further details

- I. Review of Prior Year (Day 1)
 - a. Financial audits, budgets (Board Chair and Committee will present powerpoints)
 - b. Concert highlights
 - c. What went well? No well?
 - d. Lessons?
- II. SWOT: As a group discuss the team dynamics (Fun group collaboration projects including illustrations)
 - a. Strengths
 - b. Weaknesses
 - c. Opportunities
 - d. Threats
- III. Strategic plans for the upcoming year (Over a fancy dinner on the final night of the retreat)

Section 3: Legal Information

3.1 By-Laws

ARTICLE I- Name

This organization shall be known as The Gladlynt Chamber Orchestra, also designated as GCO, a non-profit organization incorporated in the State of Michigan.

ARTICLE II- Purpose and Objectives

The purpose for which GCO is organized and operated is as defined in Section 501 (c)3 of the Internal Revenue Code and its regulations as they now exist or as they may hereafter be amended.

The objective of the GCO will be to revive the joy and intimacy of Baroque Classical Chamber Orchestra music to the public through performance and educational outreach opportunities.

The GCO will prepare activities including rehearsals, concerts, special events, educational opportunities, seek and accept funding, and conduct any and all activities in which a non-profit may legally engage in in the state of Michigan.

ARTICLE III-Board of Directors

The GCO will be governed by a Board of Directors who will be responsible to provide guidance and direction to the Executive and operating staff of the orchestra.

The Board of Directors shall consist of 18 members and be elected to staggered two-year terms at the Annual Meeting laid out in the annual schedule. Board members may not occupy a given office for more than three successive two-year terms. The Chair and Vice Chairs will be elected in odd-numbered years and the immediate past chair will serve a term of two years immediately following the end of their chair term.

The Board hires the Executive Director who is accountable to the board. Individual Board members lack the authority to direct the activities of the Executive Director.

The Board monitors the Executive Director solely on the basis of organizational performance, written policies and expectations.

When strategically planning the Board starts with the broadest level moving towards more specific statements. When the Board approves policy the Executive Director is empowered to make all further decisions.

Section 3: Legal Information

3.2 By-Laws

ARTICLE IV- Budgeting and Financial Stability

The Executive Director will not jeopardize the financial health of the GCO. The Board will determine if the prepared budget the Executive Director plans is not going to exceed revenue at the end of the fiscal year at the Annual Meetings.

ARTICLE V- Meetings

An Annual Meeting shall be held each year and committees will report upon general business. The Annual Meeting will be conducted and led by the Chair and a quorum for the annual meeting will consist of at least 25% of the Membership.

As need arises, the President may call emergency meetings and quorum for these meetings will be equal to that of Annual meetings.

Meetings notices will include a statement of purpose at least one week prior to the date of the meetings.

ARTICLE VI- Amendment of By-laws

The Bylaws may be changed or amended by two thirds majority vote of the Membership in attendance at an annual Meeting of the GCO at which there is a quorum.

Whenever a Bylaw is amended or repealed or a new Bylaw is adapted, such action will be noted by the Secretary on the original Bylaws and prepare such changes.

Certified by the Secretary of the Gladlynt Chamber Orchestra as the Bylaws Revised and Adapted at the Annual Meeting May, 20, 2014.

Bibliography

¹ Pynes, Joan. "Recruitment and Selection in the Public and Nonprofit Sectors." In *Human Resources Management for Public and Nonprofit Organizations: A Strategic Approach*. 3rd ed. San Francisco, CA: Jossey-Bass, 2009.

Appendix

KSAOCs: Knowledge, Skills, Abilities, & Other Characteristics.

GCO-Gladlynt Chamber Orchestra