

Procedures and Guidelines of the Narragansett Bay Symphony Community Orchestra (NaBSCO)

Amended, Restated, and Approved by the NaBSCO Board: 2020

General

These Procedures and Guidelines, which are consistent with and under precedence of the NaBSCO Bylaws, are subject to changes approved by the NaBSCO Board. As soon as is practical after such approval, members shall be apprised of changes via appropriate means, including emails, verbal announcement at rehearsals, et cetera. NaBSCO shall maintain a current copy of the Procedures and Guidelines posted on the NaBSCO web site.

Operational Appointees

Many necessary NaBSCO operating functions that were under the purview of the Board President or other Board members have become more complex as the Orchestra has grown and matured. In order to assure continued growth of the Orchestra, it is recognized that some of these responsibilities should be delegated among those NaBSCO Musicians and Voting Members who benefit from them. Such delegation is also a useful means of preparing NaBSCO Musicians to assume leadership roles as Board members rotate out of their elected positions according to the schedule defined in the Bylaws.

The following Operational Appointee positions and their assistants have been identified by consensus as necessary to maintain the long-term artistic integrity of NaBSCO:

1. Webmaster and Assistant Webmaster – Maintain the NaBSCO web site. The Assistant is considered in training to assume the duties of the Webmaster should the position become vacant. These positions are considered to be absolutely essential to the health of NaBSCO. It is essential that the Webmaster and the Assistant are highly skilled in network services including cybersecurity, have the aesthetic skills necessary to properly promote the Orchestra online and on social media, and have the dedication to update all online and social media information in a timely fashion.
2. Librarian and Assistant Librarian – Ensure that the Orchestra is provided with all necessary printed or electronic copies of music necessary for the NaBSCO Musicians to prepare for rehearsals and performances. Ensure that the Orchestra abides by all national and international copyright laws. Support the Program and Finance Committees by developing cost estimates for any rental or procurement of music. Submit application for music rentals in a timely fashion. Arrange for receipt, scanning, and distribution of fair-use copies of rented or purchased music. Ensure original rental or purchased copies of music are at hand for all rehearsals and performances as required by law and copyright agreements. Return rented music in good condition in a timely fashion. Communicate requirements for disposition of fair-use copies of parts to NaBSCO Musicians. The Librarian participates as an ex-officio member of the Program Committee (unless serving as an appointed regular member).
3. Corresponding Secretary – Supports the Board Secretary by preparing external correspondence and correspondence to the NaBSCO Musicians, normally via electronic means, but via other means when appropriate. Supports the Development and Marketing Committees via communication and outreach to NaBSCO donors, especially by formal communications of thanks.
4. Personnel Manager – Supports the Board, Music Director, and Artistic Appointees by updating rosters of NaBSCO Musicians (including contact information), by maintaining lists of current Artistic Appointees including all section leaders, and by supporting communications among the Music Director, the Artistic Appointees, the NaBSCO Musicians, and the Board. Supports the identification of prospective new NaBSCO Musicians. Supports efforts to ensure that NaBSCO has a full complement of performers to ensure artistic integrity in the performance of each program.

Supports the chairman of the Annual Meeting or any Emergency Meetings in assessing the participation of a quorum.

5. Venues Manager – Ensures that concerts planned by the Program Committee will be performed in an appropriate venue capable of hosting both the anticipated audience and any artistic resources required. Ensures that venues are available for any necessary on-site preparatory rehearsals. Ensures that venues have all necessary musical resources (such as pianos) and arranges for rental or purchase of any resources not directly available from the venue. Works with the Stage Manager to ensure that all resources are delivered and set up on time for performances and any on-site preparatory rehearsals. Supports the Recording Engineer as necessary to set up recording equipment.
6. Stage Manager and Assistant Stage Manager – Ensure that all NaBSCO-owned or -rented equipment needed for a performance and any preparatory on-site rehearsals are transported to and from the associated venue in a timely fashion, set up per the requirements of the performance, and handled with appropriate care to protect NaBSCO's investment. The Stage Manager and his or her Assistant will be responsible for borrowing or renting any vehicles required to transport NaBSCO-owned or -rented equipment subject to direction of the Board President and Treasurer, and will be compensated via advancement or reimbursement as approved by the Board.
7. Recording Engineer – Arranges for recording of all NaBSCO performances with reasonable quality. Arranges for the borrowing or (with the approval of the Board) procurement or rental of necessary recording equipment. Arranges for transportation, set-up, tear-down, and return of all equipment. Arranges for permanent archiving of all recordings. Arranges for distribution of recordings to NaBSCO Musicians, while ensuring protection of any copyrights. Works with the Webmaster and Assistant Webmaster to post links to non-copyrighted recordings on the NaBSCO web site. Works with the Marketing and Development Committees to make non-copyrighted recordings available for marketing and development purposes.

Artistic Appointees

As NaBSCO has performed increasingly challenging programs, the importance of various artistic roles has become more apparent. For example, various selections of the Program Committee have posed technical and musical challenges on a more frequent basis. This is in the best interests of the Orchestra, and is fully compatible with its mission. However, this increasing challenge underscores the importance of the dedication of various artistic participants in the process.

Artistic Appointees shall be identified by the Board at the start of each season. Each appointment will be decided by agreement among the Music Director and the Board in advance of the season. In general, the guidance of the Music Director will govern each decision, except that the Board shall have the authority to resolve any conflicts that may arise. Decisions will be based on previous successful performance in the appointed role, on musical ability and experience, on leadership skills, on personal schedule availability, on seniority, and on ensuring that all members of NaBSCO are given an opportunity to maximize their artistic contribution. The NaBSCO tradition of allowing each instrumental section within the wind, brass, and percussion sections to choose their section leaders is longstanding, and will be given due consideration, although rotation of the leadership positions is encouraged, and the authority of the Music Director and the Board to make final decisions is emphasized. When an Artistic Appointee becomes unavailable to serve for a particular season or concert cycle, their musical and leadership abilities and their previous contributions in the role shall be duly recognized if and when they become available to resume the position.

The following Artistic Appointees and their assistants are recognized as essential to the ongoing success of NaBSCO:

1. Concertmaster and Assistant Concertmaster – The Concertmaster is an important advocate for the Orchestra, as well as an essential artistic leader. Not only does the Concertmaster set the tone for rehearsal demeanor and order, they have primary responsibility for ensuring the musical integrity of the performance of the string sections, including the final determination of bowings and other important technical decisions that affect the overall aural and visual performance. The Concertmaster (or the Assistant, when the Concertmaster is not available) is expected to bring rehearsals, warm-up rehearsals, and performances to order in a timely fashion with appropriate

management of tuning. The Concertmaster is responsible for organizing a meeting of all of the Principal Players of the string sections before or very early in the rehearsal schedule for each concert cycle in order to develop a consensus for bowings in cooperation with the Music Director or the Conductor of any particular work. The Concertmaster shall communicate the bowings to each of the Principal Players of the various string sections for dissemination to the NaBSCO Musicians in those sections, with communications support from the Board and the Corresponding Secretary. The Concertmaster shall ensure that the first violinists are informed of bowing decisions. The Concertmaster shall keep all string players informed of any changes to the originally planned bowings.

2. Section Principals, String Sections – These section leaders are expected to participate in meetings of the Principal Players of the string sections before or very early in the rehearsal schedule for each concert cycle in order to develop a consensus for bowings, and to support communication of those decisions and any subsequent changes to their section as necessary, with support from the Board and the Corresponding Secretary.
3. Section Principals, Wind, Brass, and Percussion Sections – These section leaders are expected to organize seating within their section for each piece in each concert, prior to or very early in the rehearsal cycle for each concert, under the guidance of the Music Director.

Artistic Appointees are expected to fulfill their responsibility of supporting NaBSCO's artistic and musical integrity. As part of this responsibility, they are expected to help facilitate rehearsal procedures, and to help communicate musical and logistical instructions. Should the success of an upcoming performance warrant it, any section leader is welcome to organize sectional rehearsals or coaching sessions on a voluntary basis, and with voluntary participation by the members of their section, subject to the availability of appropriate rehearsal space.

Ad Hoc Committees

Music Director Search Committee. A Music Director Search Committee will be nominated by the Board President and approved by the Board upon the anticipated, imminent, or actual vacancy of the position of NaBSCO Music Director. This committee shall review and revise the job description, post the position with professional organizations, review all applications received by the deadline, and select finalists. The anticipated value of the compensatory consulting fee for the Music Director may be announced in the job description at the discretion of the Board. With the approval of the majority of Orchestra members, and on recommendation of the search committee, the Board shall select one finalist as the new Music Director.

Social Committee. This committee is responsible for proposing and organizing social events. Any NaBSCO costs associated with those events must be approved in advance by the Board, and the Social Committee shall not make any commitments on the behalf of NaBSCO without express permission of the Board President. Social events are typically designed for the benefit and enjoyment of NaBSCO members, but may extend to engagements involving audience members, sponsors, and representatives of sponsoring organizations. The Social Committee shall take care that social events do not subject NaBSCO to liabilities associated with alcohol consumption or similar liabilities.

Audition Processes

Auditions are coordinated by the Chairperson of the Audition Committee. Persons interested in auditioning for NaBSCO are put in contact with the Chairperson, who will schedule a mutually convenient time for an audition by one or more qualified NaBSCO Musicians as appointed by the Chairperson. (Frequently, the Chairperson will audition the candidate.) The candidate will be instructed in advance concerning the audition requirements as specified by the Audition Committee. Requirements normally involve performance of all or part of a movement of a piece selected and prepared in advance by the candidate, along with performance (sight-reading if necessary) of all or part of a movement from the orchestral repertoire. Candidates are also asked about their musical background, and are provided with an overview of the NaBSCO Bylaws and the typical rehearsal and performances schedules. It is made clear that all NaBSCO Musicians must be willing to adhere to the NaBSCO Bylaws as an ongoing condition of their membership, and a copy of the Bylaws will be provided to the candidate upon request. The ultimate objective of the

audition process are to ensure that each candidate selected to become a NaBSCO Musician is qualified to rehearse and perform in manner that maintains or improves the musical and artistic standards of NaBSCO.

Program Participation and Section Seating

Principals and Assistant Principals in each instrumental section are considered Artistic Appointees, and are identified via the processes described herein. Program participation and seating for any particular piece and performance may vary via agreement among the players under the guidance of the appropriate section leader and ultimately under the authority of the Music Director (subject to conflict resolution by the Board when extraordinary circumstances so dictate).

It is recognized that typical instrumentation often calls for limited participation by certain instrumentalists (pianists, harpists, et cetera). In keeping with the purpose and objectives of NaBSCO's mission, performance opportunities are extended to as many qualified musicians as is practical, facilitated via rotation of performers among programs and pieces within programs. Whenever possible, NaBSCO Musicians are encouraged to coordinate such opportunities among themselves subject to the guidance of their section leaders, any Board-appointed NaBSCO Personnel Manager, and – ultimately – the decision of the Music Director. The Board is available to resolve any conflicts. It is essential that decisions concerning program participation are made well in advance of the start of each concert rehearsal cycle.

Other than the Principals and assistant Principals, seating within the string sections is at the discretion of the Music Director, subject to guidance by the Section Principals and the Board. The Music Director is expected to make seating selections based on artistic integrity, while accounting for other factors such as the experience of musicians within the NaBSCO organization, any prior success in performing a particular part, and offering opportunities for newer players to gain experience and exposure. It is anticipated that there will be significant rotation of non-Principal string players due to schedule conflicts, changes of personnel, and the desire of players to gain experience and exposure. This is considered a healthy approach to maintaining a robust and energized pool of talent.

Procurement and Distribution of Music and Protection of Copyright

NaBSCO obtains music to support rehearsals and performances in a variety of ways. Music in the public domain is typically downloaded from IMSLP or other similar on-line repositories. Copyrighted music is either purchased or rented. NaBSCO takes care to ensure that all copyright laws and contract agreements are followed. These laws and agreements often include requirements such as one or more of (but not limited to) the following:

- Copyrighted music may be purchased or obtained only via authorized distributors.
- If “fair use” copies of music are allowed to be made, the originally supplied music shall be on stage for all performances and in the rehearsal hall for all rehearsals. Fair use copies shall be destroyed by the time the originally supplied music is returned to the distributor (if rented) or after each performance cycle (if purchased).
- Rented music shall be returned in substantially the same condition as it was provided by the distributor. Any markings added shall be erased.
- Recordings of copyrighted music are subject to restrictions.

Failure to abide by copyright laws and contract agreements could cause NaBSCO to incur significant unnecessary costs, and all NaBSCO Musicians are expected to act accordingly. It is the responsibility of the Board (or, preferably, any Board-appointed Librarian) to communicate these requirements to the NaBSCO Musicians at the beginning and end of each concert cycle.

Membership Surveys

It is anticipated that NaBSCO will occasionally solicit guidance from NaBSCO Musicians and Voting Members in the form of responses to survey questionnaires. The ultimate goal is to solicit feedback as needed for planning or to inform decision making. In the meantime, measures will be established to allow

feedback by NaBSCO Musicians via the NaBSCO web site. It is the intent of the NaBSCO Board to address all feedback seriously as in the best interests of the organization. Surveys may address such topics as members' perspectives on performances, on candidates for Music Director, on programming selections, on venues, on basic Orchestra processes such as auditions and seating assignments, et cetera. NaBSCO Musicians and Voting Members are encouraged to provide feedback directly to the Board.

Compensation for Soloists

In response to strong recommendations from a key sponsoring organization, the NaBSCO Board has voted to approve stipends for soloists at an appropriate financial level. Starting in 2020, NaBSCO will compensate soloists with an appropriate stipend within the means of the organization's finances. Henceforth, any NaBSCO Musicians who contribute solo performances (other than solo passages embedded in the orchestration of a piece such as a symphony) at NaBSCO concerts will be afforded the same benefit. Stipend values will be established on an individual basis by the NaBSCO Board based on appropriate considerations, such as the experience and name recognition of the performer, the difficulty of the musical selection to be performed, and any challenges associated with the travel or rehearsal schedule. Decisions by the NaBSCO Board concerning stipend value are final and not subject to negotiation.

Compensation for Performers Under Extraordinary Circumstances

NaBSCO Musicians are not compensated for their participation in any NaBSCO performance, unless they are invited to perform as a soloist, in which case they are entitled to the stipend compensation described above. Under extraordinary circumstances, such as last-minute inability of a NaBSCO Musician to participate in a performance, it is recognized that compensation may be required to ensure that a qualified substitute is available in time to make the performance a success. Under such rare and extraordinary circumstances, the Board is authorized to offer reasonable compensation to attract a substitute and to secure a commitment. Such compensation may allow for travel costs and a small stipend not to exceed that offered a soloist.

Current and Upcoming Procedures, Guidelines, and General Information

The Board Secretary is responsible for updating the information in this section with the approval of the Board, and for promulgating it to the Membership with the support of any Corresponding Secretary.

Current Officers

President	Bruce Goldstein
Vice President	Ivan Kirschner
Secretary	Rebecca Johnson
Treasurer	Katy Tetreault

Current Members at Large

William Farber
Benjamin Keating
Jennifer Stanton
Barry Wall
Amy Goldstein

Current Committees and Membership

Nominating Committee

The Nominating Committee is a standing committee of NaBSCO as required in the Bylaws. As of the last update of these Procedure and Guidelines, the Nominating Committee consisted of the following members:

- Rebecca Johnson, Chairperson (and NaBSCO Secretary, as required in the Bylaws);
- ????

- ????

Finance Committee

The Finance Committee is a standing committee of NaBSCO as required in the Bylaws. As of the last update of these Procedure and Guidelines, the Finance Committee consisted of the following members:

- Katy Tetreault, Chairperson (and NaBSCO Treasurer, as required in the Bylaws);
- Bruce Goldstein;
- Ivan Kirschner;

Development Committee

The Development Committee is a standing committee of NaBSCO as required in the Bylaws. As of the last update of these Procedure and Guidelines, the Development Committee consisted of the following members:

- Ivan Kirschner, Chairperson (and NaBSCO Vice President, as required in the Bylaws);
- Bruce Goldstein;
- Pam Allen Hunter;
- William Farber;
- Matthew Knippel;

Marketing Committee

The Marketing Committee is a standing committee of NaBSCO as required in the Bylaws. As of the last update of these Procedure and Guidelines, the Marketing Committee consisted of the following members:

- Ivan Kirschner, Chairperson (NaBSCO Vice President, as required in the Bylaws)
- Amy Goldstein;
- Susan Woythaler;
- Olivia Kleyla.

Program Committee

The Programming Committee is a standing committee of NaBSCO as required in the Bylaws. As of the last update of these Procedure and Guidelines, the Programming Committee consisted of the following members:

- Bruce Goldstein, Chairperson (NaBSCO Board President, as required in the Bylaws, with NaBSCO Vice President as alternate Chairperson);
- ????
- ????
- ????
- NOTE: The Music Director of NaBSCO is a designated member of the Programming Committee, and will be so identified upon selection of a permanent Music Director of NaBSCO.

Audition Committee

The Audition Committee is a standing committee of NaBSCO as required in the Bylaws. As of the last update of these Procedure and Guidelines, the Audition Committee consisted of the following members:

- Bruce Goldstein, Chairperson (NaBSCO Board President, as required in the Bylaws, with NaBSCO Vice President as alternate Chairperson);
- ????
- The NaBSCO Music Director, whenever the position is filled, if attendance is possible.

Music Director Search Committee

The Music Director Search Committee is an *ad hoc* committee of NaBSCO. As of the last appointment, the Audition Committee consisted of the following members:

- Bruce Goldstein, Chairperson (NaBSCO Board President);
- Ivan Kirschner (NaBSCO Board Vice President);

- Rebecca Johnson (NaBSCO Board Secretary);
- Katy Tetreault (NaBSCO Board Treasurer);
- William Farber;
- Benjamin Keating;
- Jennifer Stanton;
- Amy Goldstein;

Bylaws Committee

The Bylaws Committee is an *ad hoc* committee of NaBSCO. As of the last appointment, the Audition Committee consisted of the following members:

- Ivan Kirschner, Chairperson (NaBSCO Board Vice President);
- Rebecca Johnson (NaBSCO Board Secretary);
- Jennifer Stanton;
- Susan Woythaler (NaBSCO Corresponding Secretary).

Estimated Calendar for NaBSCO Fiscal Year commencing 1 July 2020

Acknowledging that schedules change, the Board estimates the following key events for the following fiscal year. Updates to this calendar will be posted to the NaBSCO web site, www.Nabsco.org.

- 1 July 2020 – NaBSCO fiscal year commences.
- 14 September 2020 – First rehearsal of 2020-2021 Concert Season (first Monday following Labor Day).
- Sunday in late October 2020 (actual date to be announced) – First concert of 2020-2021 Concert Season, probably starting at 3:00pm with set-up starting at 12:00pm and warm-up rehearsal starting at 1:00pm, probably at McVinney Auditorium, Providence, RI.
- Sunday in mid-December 2020 (actual date to be announced) – Second concert of 2020-2021 Concert Season, probably starting at 3:00pm with set-up starting at 12:00pm and warm-up rehearsal starting at 1:00pm, probably at St. Peters-by-the-Sea Episcopal Church, Narragansett, RI. This is a free concert, and orchestra and audience members are invited to contribute non-perishable food items to the Rhode Island Food Pantry in a bin near the church entrance. This may be an all-Beethoven program in honor of the 250th anniversary of the birth of that composer on 16 December 1770.
- Sunday in mid-December 2020 directly after second concert – Possible social event in Narragansett, RI. Details will be announced.
- Monday following the December concert through 3 January 2021 – Holiday break.
- Monday 4 January 2021 or possibly the following Monday – First rehearsal following holiday break.
- Sunday in early March 2021 (actual date to be announced) – Third concert of 2020-2021 Concert Season, probably starting at 3:00pm with set-up starting at 12:00pm and warm-up rehearsal starting at 1:00pm, probably at McVinney Auditorium, Providence, RI.
- Sunday in early April 2021 (actual date to be announced) – Annual Chamber Music Recital, probably starting at 3:00pm with warm-up opportunities starting at 1:00pm, hopefully at St. Columba's Chapel in Middletown, RI. With our first performance in this new venue, this will be an important component of NaBSCO's outreach initiative. All participating chamber music groups must include at least one NaBSCO Musician, and all NaBSCO Musicians are invited to apply for participation. The approved length of each performance may be limited by the number of groups committing to participation. Subject to discussions with our new Music Director, a conducted ensemble performance may be included. The Annual Chamber Music Recital has been a popular outlet for NaBSCO Musicians who enjoy participating in small group ensembles. Compositions by NaBSCO Musicians or close affiliates – especially premier performances – are encouraged, subject to review. Applicant groups will be offered a coaching session, and in any case will receive a quality review to ensure NaBSCO artistic standards are maintained. Group sizes may range from solo

performances (for example, Bach or Paganini solo pieces) to any group that can comfortably perform in the selected rehearsal space.

- Sunday in May 2021 (actual date to be announced) – Final concert of 2020-2021 Concert Season, probably starting at 3:00pm with set-up starting at 12:00pm and warm-up rehearsal starting at 1:00pm, probably at McVinney Auditorium, Providence, RI.
- First Monday following final concert of the 2020-2021 Concert Season – Annual Meeting. Various new Board members and NaBSCO officers will be elected. The NaBSCO annual financial budget will be presented. Artistic and Operational Appointees will be announced (and thanked!). We hope to update our Strategic Plan at the 2021 Annual Meeting. Preliminary decisions concerning the 2021-2022 Concert Season programming will be announced. Any planned social events for the following year will be announced.
- Approximately monthly, September 2020 through June 2021, dates, times, and places to be announced – NaBSCO Board meetings. NaBSCO Voting Members are invited to audit these meetings provided they are not in executive session. Meetings will be announced in advance, and minutes will be posted in a timely fashion after each meeting. The agenda for the first meeting in September 2020 will include appointment of members to various committees. Invitations to participate on committees will be solicited in advance.
- As needed – Various committee meetings, to be announced.
- 30 June 2021 – NaBSCO fiscal year ends.