

ASSOCIATION OF ANGLICAN MUSICIANS

Customary for Officers and Board Members

Adopted 14 January 1986; *Revised* 15 February 1986, 25 April 1988, 2 September 1995, 21 June 1997, 1 October 2009, 9 October 2012; Draft revision 11 June 2015

According to the By-Laws, the Officers of the Association are the President, the Vice-President or Past President, the Secretary, and the Treasurer. These elected Officers, along with two elected Directors-at-Large, comprise the Board of Directors (hereafter “Board”).

In addition, the Association currently generally has several appointed positions on the Board: Communications Officer, Archivist, Placement Advisor, Professional Concerns and Development Committee Chair, Chancellor, Webmaster [formerly Communications Advisor], Editor of *The Journal of AAM* (hereafter simply, *Journal*), Publicist, and Bishop-Chaplain. Of these, the Archivist is required by the By-Laws; all others are appointed as needed by the President and ratified by the Board. All Board appointments are made or reaffirmed annually, though multiple-year service in each role is the norm; renewals or replacements are ordinarily made in time for announcement at a Plenary Session during the Annual Conference. These Board appointees are invited to attend all meetings virtually, by whatever technology is most expedient, or in person when requested by the President to do so. Appointed members of the Board have voice, but do not vote.

All Board Members

It is essential that the Board conduct its business in a timely manner. Prompt attendance at meetings (whether virtually or in person) and prompt attention to communications about Association business (by telephone, email, or whatever technology is then current) are expected. Confidentiality about various aspects of the Board’s business is also essential; a confidentiality pledge will be drafted by the Chancellor, and signed by all Board members (elected and appointed) annually, and kept on file by the Archivist.

There are typically two in-person meetings of the Board annually. One immediately precedes the Annual Conference, at the site of the Conference; the other (usually in the autumn) is at a place to be determined by the President. (This meeting is often, but not necessarily, at the venue for the coming year’s Conference; wherever it takes place, home-stays are desirable to minimize expenses to the Association.) For the non-Conference meeting, the Association will reimburse reasonable travel expenses for the attendance of the Officers, Directors-at-Large, and any appointed members of the Board specifically invited by the President to attend. Since Board members are assumed to be attending the Annual Conference, their travel-expenses are *not* reimbursed for the meeting that precedes it, but one night of hotel-stay (at double-occupancy rates, in the Conference hotel) will be reimbursed for this meeting. (Since the Communications Officer serves the Association as a staff-member, different arrangements concerning reimbursement may be specified in the employment contract.)

Board documents are most easily shared by an AAM Board Dropbox folder, to which all Board members have access. (Kindly take care not to delete or alter files from this folder unless asked to do so!)

ELECTED OFFICERS

President

The President presides at all meetings of the members and the Board and, together with the Treasurer, executes all contracts on behalf of the Association (with the exception of various contracts entered into by the Annual Conference Committee, specifically *including* the contract with the hotel for the Annual Conference; see the Conference Customary).

The President plans and presides at all Board meetings (typically an in-person meeting in the autumn, one or more conference-calls in the winter and spring, and an in-person meeting preceding the Annual Conference.) This planning includes, but is not limited to the framing and distribution of an agenda, arrangement for reports, and approval of provisions for hospitality. Announcements of meetings should be sent no later than a month prior to the meeting to the Board and any appointed members that the President requests attend and report; more notice is desirable when possible, particularly if travel must be arranged. Requests for agenda items should be made at this time. A full agenda should be sent no later than two weeks prior to the meeting to all of those attending.

The President typically communicates to the membership by a column in the monthly *Journal*, to be submitted in a timely manner to the Editor (deadlines are typically the 10th of the month prior to publication, but early submission is welcome). Topics are at the President's discretion, but typically include information about, and encouragement of engagement with, various aspects of AAM's work and programs. On occasion, the monthly column may be delegated to another officer (e.g. the Vice- or Past President).

Presidential correspondence—much of it electronic—accounts for approximately 600 items per year. In addition, the President remains in close touch with the AAM Communications Office and gives direction and support as necessary. At the Board meeting preceding the Annual Meeting, the President proposes, for the Board's approval, the appointment of the Archivist, the Editor of the *Journal*, the Placement Advisor, the Chancellor, the Publicist, and the Chair of the Professional Concerns and Development Committee, along with any other appointed positions deemed necessary. The President maintains (and observes) a calendar for the timely rotation of appointees, in the interest of widening the leadership-base of the Association.

The President serves *ex officio* on the Editorial Board for the *Journal* as Consulting Editor, and is a member *ex officio* of all committees of the Association, including the Endowment and Investment Committees.

The President is also an *ex officio* member of all national Conference committees, and in that capacity monitors preparations for the Annual Conference, in consultation with the Board and the Conference Committee. The President should be willing to attend Regional meetings when invited to do so, and to serve as an official AAM representative to other relevant groups, or to appoint representatives to such groups when appropriate.

It is appropriate that the President consult regularly with the other officers, and particularly (in the first year of his/her term) with the Past President, and (in the second year) with the Vice-President. It is particularly desirable for the President to include the Vice-President in communications about any matters whose timeline will extend into the next President's term (e.g. Annual Conference planning).

Except in almost unforeseeably exceptional circumstances, no previous President should be asked to stand for election to a second term.

Vice-President

The Vice-President is the President-elect. The one-year term in that office is, therefore, a period of becoming familiar with all aspects of the goals, strategies, and operation of the Association, in addition to being an active participant in all Board deliberations. The Vice-President may be appointed to chair the Board meetings in the absence of the President (as may also the Past President). The Vice-President serves, *ex officio*, on the Editorial Board of the *Journal*. S/he may, at the President's direction, serve as Coordinator of the regional groups of the Association (as may one of the Directors-at-Large), or in any other leadership capacity deemed desirable by the President and consented to by the Vice-President.

Past President

The Past President works to complete projects begun during his/her presidential term and to assist the current President in any appropriate way, as requested by the President. Attendance by the Past President at meetings of the Board of Directors fosters continuity, and is expected. The Past President continues to serve on the Editorial Board of the *Journal*, and, subject to his/her willingness to do so, may undertake other assignments at the request of the President.

Secretary

The Secretary records and publishes the minutes of all meetings of the membership and of the Board. (A note: minutes are not a transcript; relevant actions and the reasoning behind them, rather than a verbatim account of deliberations, are appropriate as the legal record of meetings of the Board of the Association, as a corporation; a summary listing of assigned tasks for each person is helpful as a feature of such minutes. It is appropriate that necessary discussion of individuals and personalities be suppressed from the minutes.) Minutes of each meeting should be compiled and distributed soon enough following each meeting that memories of discussions and decisions are fresh. The President should have the opportunity to review the minutes prior to their dissemination to the Board.

The Secretary also executes correspondence for the Association as appropriate, and as requested by the President or the Board. At the discretion of the President, s/he may also serve in other capacities on behalf of the Board, such as working with regional groups, serving as an additional liaison to national conference-committees, or assisting the Directors-at-Large as they follow up with individuals not renewing their membership.

The Secretary serves for a two-year term and is not ordinarily elected to a second such term.

Treasurer

The Treasurer's responsibilities include:

- (a) supervising the financial work of the Communications Officer and answering any questions that may arise during the year;
- (b) with the President, reviewing and executing contracts on behalf of the Association;
- (c) presenting to the Board a detailed report of the Association's finances, including its Endowment, at each Board meeting; (such reports will include a category-by-category report of income and expenses, incorporating all categories which appear in the Annual Budget of the Association);
- (d) compiling a proposed budget for adoption by the Board each year;
- (e) presenting to the membership at the Annual Conference an oral and written summary of the Association's financial activity since the previous conference, including category-by-category income and expenses, annual net gain/loss, and the closing balance of the most recent fiscal year;
- (f) reviewing and signing the Form 990 for the Internal Revenue Service each year (prepared by a professional tax-advisor) as the financial officer of the Association;
- (g) serving *ex officio* on the Investment Committee of the Association and arranging for the assignment of funds from the reserves as decided by the committee;
- (h) serving *ex officio* on the Endowment Committee of the Association, and, in consultation with the Investment Committee and the President, making such transfers and transactions as shall be necessary and prudent for the stewardship of the Endowment funds;

- (i) liaising as needed with the Communications Officer and the investment-manager designated by the Investment Committee for preparation and filing of necessary tax-documents;
- (j) working with the Endowment Committee and Communications Officer toward the solicitation, recording, acknowledgment, and reporting of charitable gifts to the Association;
- (k) working with the Endowment Committee, President, and others as appropriate to apply for grants as deemed advisable by the Endowment Committee.
- (l) reviewing budgets and contracts for the annual conference in consultation with the President, the Chancellor, and the Conference Committee.

The Treasurer serves a three-year term, which is preceded by a one year term as Treasurer-elect, to assist and learn from the work of the previous Treasurer. In ordinary circumstances, a Treasurer does not serve more than one term.

Directors-at-Large

The Association has two Directors-at-Large, each elected by the membership for a single two-year term. Only one Director-at-Large is elected at each Annual Conference, in order to stagger the terms and provide continuity on the Board. The Directors-at-Large serve as full, voting members of the Board, and in particular are expected to serve as liaisons between the Board and the membership.

Customarily, the newly-elected Director-at-Large is the liaison from the Board to the Regions and to any Regional Conferences in a given year.

The continuing Director-at-Large chairs the Nominating Committee, its work generally beginning during the Annual Conference. (The Nominating Committee and its Chair are required by the By-Laws to be appointed by the Board and announced publicly at the annual meeting; nominations are generally received during the Conference, and winnowed down to a slate during the Board's Autumn meeting.) The Chair subsequently contacts those suggested by the Committee, as approved by the Board, and follows through to see that those who accept nomination are timely in submitting their biographies and photos to the AAM office for inclusion in the *Journal*.

Either Director-at-Large may be asked to assist the Placement Advisor by making follow-up telephone calls to churches or other institutions that have listed openings with the AAM Placement Service. (The nature of these calls would ordinarily be, for example, "What is the present status of your search?" or "Is there anything AAM can do to help you in your search?")

After the deadline for the renewal of memberships, both Directors-at-Large are generally asked to be in personal contact with members who have not paid their dues, to coordinate their efforts in this direction, and to keep the President, Communications Officer, and the Board as a whole apprised of their progress and any relevant information that emerges in their conversations. *This can be a time-consuming process.*

From time to time, as needed, other responsibilities may be delegated to the Directors-at-Large by action of the Board or at the request of the President.

While a former Director-at-Large might in unusual circumstances be asked to stand for election again, it is not appropriate for a sitting Director-at-Large to run to succeed him-/herself, since s/he chairs the committee that nominates candidates for that office.

BOARD APPOINTMENTS

While the continuity of vision and experience provided by long-serving appointees can be highly beneficial, periodic rotation of appointed officers is also desirable to share the work of the Association more broadly among its membership. A calendar of appointee-rotation is maintained by the President.

Communications Officer

As the Association's full-time employee, the Communications Officer's duties are set forth in the Job Description associated with the employment contract, and need not be enumerated here. The formal Job Description should be considered, and updated, as needed, in the context of the employee's Annual Review.

Archivist

The Archivist is appointed annually by the President, whose choice is ratified by the Board. S/he collects two complete, physical sets of all documents pertinent to the operation of the Association. One set is deposited periodically with the Archives of the Episcopal Church in Austin, Texas; the other (the "Internal Archives") is retained to be passed on to the next Archivist. The latter collection is available to the Board for reference; the Archivist is expected to provide copies when they are needed.

The documents collected include: copies of all issues of the *Journal*, program-books and other printed materials from the Annual Conference, minutes of meetings of the Association and of the Board, publications, reports of officers, and the annual membership directory. Some reports of officers, such as Professional Concerns, are included in the Internal Archives only. Documents pertaining to regional meetings of the Association but are not maintained in the more public Archives except insofar as they appear in the *Journal*.

The Archivist provides the text of the absentee ballot, coordinating with the Communications Officer and Webmaster for its distribution, return, and tabulation, and provides the in-person ballot for elections of Officers; s/he appoints one or more Tellers to assist in the receipt and tabulation of the election results.

In cooperation with the Webmaster and the Conference Committee, the Archivist produces and tallies the electronic questionnaire on which members report their reactions to the Annual Conference. (Simple instructions for managing the statistics of the data have been written up for reference by Victor Hill.) The results are provided to the local committee, the Board, and the committees currently planning future Conferences; the "free comments" are judiciously edited by the Archivist to prevent unnecessary ill-will stemming from hurtful or thoughtless comments.

The Archivist advises on questions pertaining to parliamentary procedure and the By-Laws of the Association, in consultation with the Chancellor.

The Archivist also maintains documents written (and occasionally revised) by the Board and provides copies of these documents to Board members and other members upon request. (Relevant updates of several of these documents, marked [*], should be supplied to the Communications Webmaster, for posting in the members' sections of the AAM Website.) A current list of such documents is:

Customary for Annual Conferences *	Schedule of Officers to Be Elected
Installation Rite for Officers of the Association	Customary for the Placement Advisor
Customary for Officers of the Association *	Customary for Regional Chairs *
Customary for Absentee Ballots	Procedures for Dealing with Conflict, by the PCDC
Customary for the Nominating Committee	Board Policies
Members of Recent Nominating Committees	Necrology
Recent Nominees for Office	

(NB: Copies of the Necrology are also held by the Communications Office. The Archivist provides the names of those deceased since the preceding Annual Conference to the current Conference Committee in order to have those persons remembered in the Prayers of the People at the Closing Eucharist.)

Placement Advisor

The Placement Advisor is to be available to the membership and to Episcopal clergy and/or lay Chairs of music search committees for advice regarding open positions in the Church. S/he is also expected to be in communication with the Communications Office regarding the specifics of job vacancies to be advertised, and payment for such listings, before posting them on the AAM website. The Placement Advisor serves on the Professional Concerns and Development Committee. A more detailed procedural description of the Placement Advisor's tasks is maintained by the Archivist, to be shared with new or prospective Placement Advisors.

Professional Concerns and Development Committee Chair

The Professional Concerns and Development Committee Chair is available to the membership for advice concerning matters related to job security and professional welfare. Such advice may include (but is not limited to) matters concerning clergy-musician relationships. Any matters pertaining to members' employment will be considered by the Professional Concerns Committee upon request. The Chair, after consulting with the members of the Committee, may mediate conflict when, where, and as appropriate. In such cases, the Chair is responsible for facilitating open communication among all parties involved (i.e. those in situations of conflict, the Professional Concerns and Development Committee, and the Board), and is expected by the Board to exercise these duties in a pastoral and appropriately confidential way, to the benefit of the professional life of the membership, the esteem in which the Association is held by the wider Church, and the ministry of the Church as a whole.

Chancellor

The Chancellor is appointed to offer informed opinions in matters of law and legal obligations (such as contract-negotiations relating to the Annual Conference). S/he listens to and advises the Board or other officers or committees of the Association, where that advice is sought or needed, on matters of Association business. The Chancellor may be called upon to act as counsel for the Association in routine business matters. The Chancellor serves as a member of the Professional Concerns Committee.

Webmaster

The Webmaster is responsible for preparing and disseminating any communications within the Association that are beyond the scope of the printed *Journal*. S/he maintains the website of the Association, as directed by the Board, and with the assistance of other content-contributors. S/he also helps Conference Committees to reach the membership, either through the AAM website or by direct email. The Webmaster is also the custodian and moderator of the Association's discussion-thread, a forum for the sharing of ideas and information, and in that role may reserve the right to exercise editorial control, in consultation with the President. (This latter role may be delegated, at the discretion of the Communications Advisor, and with the approval of the President.)

The Webmaster prepares absentee ballots and other materials for elections or other membership-wide votes; collaborates with the Archivist in the dissemination of post-conference evaluation forms; and tabulates the results of said evaluation forms. S/he may also be called upon to assist the Board in implementing other initiatives, such as the drafting of survey instruments for the AAM membership.

Editor of the *AAM Journal*

The Editor of the *Journal* works with the Communications Officer, and in consultation with the President, as needed, on the production of each issue of the *Journal*, and, with them, identifies suitable candidates for the Editorial Board, as needed, and invites them to serve. Appointed members of the Editorial Board serve a rotation of three years, three members per year, with a usual maximum of 9. Three rotate off the Editorial Board each summer and are replaced by three new members. (The President and Vice- or Past President also serve on the Editorial Board *ex officio*.)

The Editor's presence at Board meetings and at the Annual Conference is highly desirable, to foster and facilitate communication between those gatherings and the wider membership.

The Editor appoints writers for regular review-columns (typically Books, Choral Music, Instrumental Music, and Recordings); such appointments should specify an anticipated term of office, but should generally be for long enough that a consistent and experienced critical viewpoint can be cultivated. The reviewers may serve on the Editorial Board, at the discretion of the Editor.

The Editor consults with the President, Vice- or Past President, and members of the Editorial Board no later than April or early May to identify articles, themes, and writers for the coming year. (Note that some topics are annual traditions/necessities, e.g. pre-conference information and post-conference reports.) S/he issues invitations to prospective authors, with clear guidelines as to subject-matter, length, due-date, and other parameters. The terms of these invitations should afford authors adequate time to research and write appropriate submissions; the invitations should allow time for authorial deliberation, and for the formulation of alternate plans, should the response be, "No." Responses to these invitations should be in hand by June 1, so that the Editor can make a full report to the Editorial Board at the June meeting regarding the publication's past and future, and inform the membership of coming attractions. It should be recognized that this is sometimes not possible. Holding a "spare," non-time-sensitive article in reserve is recommended for situations where, for whatever reason, a promised article fails to arrive.

The Editor typically meets in person with members of the Editorial Board during the Annual Conference, to refine plans and procedures. At that meeting, the Editor provides the President, the Communications Officer, and the Editorial Board with a schedule of topics, articles, and authors for the coming year, as available.

Publishing on schedule is one of the hardest parts of the job. Advance planning helps with this; although surprises may happen, topics and authors cannot routinely be decided on a monthly or *ad hoc* basis. Keeping issues timely, the electronic version appearing by the first of the month, may require some last-minute changes to the planned scope or content of a particular issue. (The paper version inevitably arrives later, because of delivery by bulk-mail.

The Editor communicates with assigned authors during the year, helping them to be punctual with their articles. Articles should ordinarily be received (electronically) by the Editor by the tenth of the month prior to publication, to allow for copyediting and follow-up communication with the author, as needed. (The President and the appointed reviewers contribute a monthly letter or column for the *Journal*, typically due by the 10th of the month preceding publication; occasional gentle reminders are sometimes needed!)

Copy-editing—clarifying meaning, correcting grammatical or usage errors or infelicities, and the like—is the province of the Editor, though it may be delegated upon occasion to a member of the Editorial Board or other AAM member, particularly when specialized knowledge would be an asset. The service of skilled proofreaders should be sought from within the membership, and one or more members of the Editorial Board should be a proof-reader for each month's issue. All proof-readers report to the Editor and s/he relays corrections to the Communications Officer in a timely manner.

Finally, no one should serve in another capacity for AAM while serving as the Editor of the *Journal*. The job is an intense and time-consuming one! The Editor ordinarily serves one four-year term, with the first year as Associate Editor, learning the details of the position during the previous Editor's final year. He/she will, in turn, train the next editor in a similar manner. In the unusual situation that the President determines that a given Editor should be asked to serve a second term, a decision should be reached in consultation with the Editor early in the third year of the first term, to allow time for the identification and recruitment of a successor, if needed.

Publicist

The Publicist undertakes any initiatives requiring publicity, either print or electronic, in areas beyond the scope of the Association membership. The Publicist also coordinates with the Board concerning any initiatives aimed at the larger Church, whether at the national, provincial, or diocesan level. S/he consults with the President, Communications Officer, Webmaster, and other Board members concerning any Association presence at the triennial General Convention of the Episcopal Church, or outreach to other professional organizations and populations.

Bishop-Chaplain

The Bishop-Chaplain is appointed by the President, in consultation with the Board, for a period of time whose length is determined by mutual agreement. The primary role of the Bishop-Chaplain is to be available to the membership in individual matters of spiritual direction, as well as any matters of pastoral concern as they may relate to employment in the Church, and to be an ambassador for AAM to the House of Bishops and the wider Church.

In planning for the Annual Conference, the Bishop-Chaplain reviews and approves all conference liturgies, in consultation with the Conference Committee. The Chaplain is also available as liaison between AAM and local churches/hosts in matters of liturgical procedure or ceremony. When available to attend the Conference in person, the Chaplain commonly addresses the assembly at one of the plenary sessions, and presides and/or preaches at one or more of the conference liturgies. S/he is available to offer prayers of grace at meals, by arrangement.

The Bishop-Chaplain is also a member of the Professional Concerns and Development Committee.