

*"We shall by our
stimulus to good music
and vocal harmony
endeavor to spread
the Spirit of Harmony
throughout the world."*

—CANON No. 9
Code of Ethics



OUR COVER

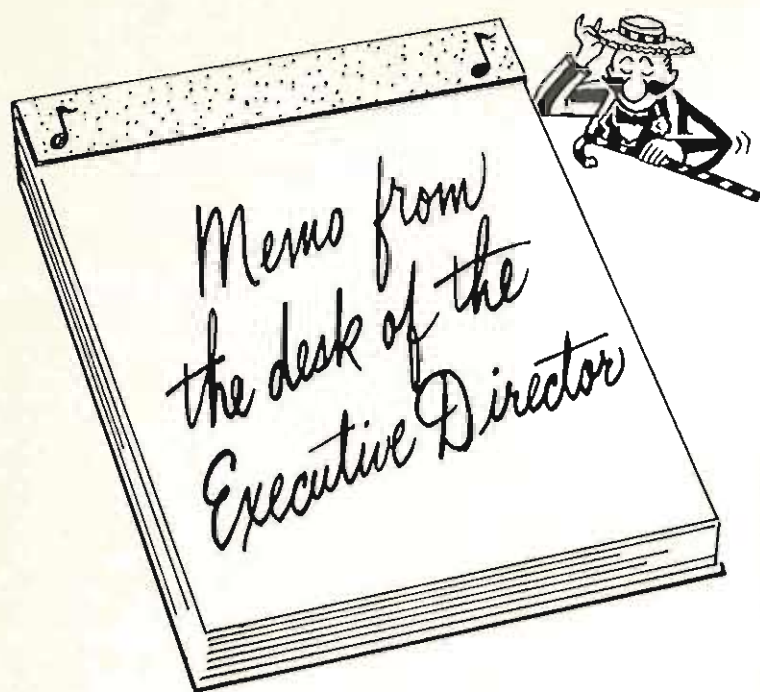
<p>LARRY AUTHENREITH (Lead)</p> <p>TOWN & COUNTRY FOUR Pittsburgh, Pa. 1960 2nd Place Medalist</p>	<p>TURK EVANS (Tenor)</p> <p>EVANS QUARTET Salt Lake City, Utah 1960 Champions</p>	<p>JACK ELDER (Bari)</p> <p>TOWN & COUNTRY FOUR Pittsburgh, Pa. 1960 2nd Place Medalist</p>	<p>JOE DELZELL (Bass)</p> <p>FOUR PITCHIKERS Springfield, Mo. 1959 Champions</p>
<p>CHUCK CRAWFORD (Lead)</p> <p>SAINTS South Bay, Calif. 1960 5th Place Medalist</p>	<p>THE SPIRIT OF HARMONY IN 1960</p>		<p>LEO SISK (Tenor)</p> <p>TOWN & COUNTRY FOUR Pittsburgh, Pa. 1960 2nd Place Medalist</p>
<p>BOB BOHN (Bari)</p> <p>EASTERNAIRES Jersey City, N. J. 1960 Finalist</p>	<p>DAN HAYBURN (Lead)</p> <p>EASTERNAIRES Jersey City, N. J. 1960 Finalist</p>	<p>PRES EVANS (Lead)</p> <p>EVANS QUARTET Salt Lake City, Utah 1960 Champions</p>	<p>GENE SMITH (Bari)</p> <p>EVANS QUARTET Salt Lake City, Utah 1960 Champions</p>

Photos By Gus Manos

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STATUS QUOTES

ROBERT G. HAFER



The famous writer—philosopher Elbert Hubbard made a statement which has stuck in my mind ever since I first read it in grade school. It goes like this: "If I supply you a thought, you may remember it and you may not, but—if I can make you think a thought for yourself, I have indeed added to your stature."

That is the main purpose of this special issue of the Harmonizer—to encourage *you* to think about your Society and its future and to help your chapter come to an all-important decision regarding how it wants your chapter's delegate to your district legislative body to vote on a matter of major significance which will be considered at your district convention this fall.

In addition to presenting that matter of business, this special issue of the Harmonizer authorized by the International Executive Committee contains pictorial coverage of activities at our recent International convention at Dallas. You may want to review them first. That's fine, but please, for the sake of *your* Society, *please* don't lay this magazine aside without reading and thinking about the proposed "Member Benefit Program."

First of all, regardless of what you may already have heard about the plan, to get the factual background needed to reach a considered opinion, read the report submitted at the Dallas convention by International Vice President Lou Laurel of El Paso, Texas (Bari of the International Finalist "Desert Aires"). The report, which you will find on page 4, covers the work of a special dues increase study group Lou headed. The report spells out *why* the plan was recommended and it briefly outlines "The Plan" (for more reasons "why" see the growth charts on page 10-11.)

For further description of the plan and of the benefit it would provide, see the articles on pages 10, 11, 12 and the inside back cover attachment.

Conscientious efforts are being made to give every member of the Society detailed *facts* and sample opinions to help the Barbershopper to see both (or should I say "all") sides of the issue so that you can come to your own decision as to what *you* think should be done.

You, through the voice you have in your chapter's business meetings, are being asked to let the Society's elected administrators and legislators know what kind of a Society you want to have—what services you want it to perform for you—what you want it to mean in the U.S. and Canada—in your community—and in your life. In my visits with our members, in their chapter meetings, at shows, district conventions, etc., I frequently refer to "Barbershopping" as a "way of life". Many members seem to agree that Barbershopping is just that—not just as organized hobby. It probably isn't possible (certainly not "feasible" at any rate, from a financial standpoint) to determine just how many of our members fit into that category.

One thing we do know, however, is that some 5000 to 6000 members who drop out of the organization each year do *not* consider our hobby as a "way of life" (if they recognize it as such then it's the *wrong* way for them). Could the majority of our members want an

organization of men who just casually drift in and out of it—or do most of you want to be selective (not "snobbish" but careful and particular) and build a stronger organization of men who will "live" Barbershopping? Your present officers and legislators (who voted 28 to 8 on the subject) feel that after 22 years of more or less "playing by ear" we should work together to build our Society into one in which the following situations would be obtained:

1. Members would be carefully chosen to become "Barbershoppers", not just card-holders (does *your* chapter now have a functioning membership promotion committee and a "screening" process?)
2. After selection, new members would be properly educated, introduced and assimilated (does *your* chapter have a committee which does this or do new members shift for themselves?)
3. Chapter officers would be *trained* to provide the following:
 - A. Interesting, well-planned chapter meetings with emphasis on *singing*.
 - B. Attractive well located, lighted and ventilated meeting places where you will be proud to be seen and where you would unhesitatingly invite co-workers, relatives and friends.
 - C. Chorus direction by a capable musician with a personable approach (and with adequate assistant directors) resulting in high musical standards for the chorus and real accomplishment of the singers in learning *how* to sing both in quartet and chorus.
 - D. A planned program of continuing publicity and public relations activity (to develop greater public awareness of the Society and chapter and to increase prestige and member pride.)

(Does your chapter presently offer all these benefits?) If so, would your chapter be willing to help make all chapters so successful?)

The over-all program described in this issue is based primarily on increased personal contact with officers and members to provide more "fun on a business-like basis". This could be classified as "direct member benefits". In addition to making Barbershopping more enjoyable and rewarding for the individual member, some aspects of the plan will stress improvement of the Society as a whole. This too, would provide "indirect member benefits". Such things as:

- A. Planting of hundreds of strong, new chapters in communities (in the U.S., Canada and other "free world" countries) where we are not now represented.
- B. Development of a "Young Barbershoppers" promotion program to insure perpetuation of the Society.
- C. Increased national and International publicity and public relations activity—network radio and television—moving pictures—sound slide-films, newspaper—periodicals—personal appearances of quartets and choruses, etc.
- D. Publication of more and more singable song arrangements.

If the majority of our members prefer an even lower-g geared organization than we now have—now is the time for us to find out about it! If you want to just relax and take whatever enjoyment offers itself through *casual* participation in the Society then we should take an entirely new approach to our activities.

You are being asked to consider (and then let it be known) "what kind of an organization should we be?" This is a solemn decision. If you are a Barbershopper, you will consider it carefully and completely before settling your opinion.

New Promotional Plan "Operation 192" Gets Raves at Dallas

Two standing ovations climaxed a special Saturday morning musical presentation at the 22nd International Convention of SPEBSQSA at Dallas, Texas. Almost immediately the phrase "OPERATION 192" became the topic of discussion for most of the 4,000 Barbershoppers assembled in the Lone Star state.

Unfortunately, we can't let you share the thrills of the music and staging of OPERATION 192, as performed by members of our Dallas, Ft. Worth and Garland, Texas chapters, under the direction of Rudy Hart of Michigan City, Indiana. However, we can let you read the actual script which was used that Saturday morning in telling the story of OPERATION 192.

It is important to realize the far reaching effects OPERATION 192 can have if implemented under the Society's proposed benefit increase plan.

SCRIPT FOR OPERATION 192 PRESENTATION DALLAS, TEXAS

SATURDAY, JUNE 25, 1960

Prepared by Curt Hockett

Director of Public Relations, SPEBSQSA

HOUSE LIGHTS OFF — CURTAIN DOWN (Throw Head Spot at 6 foot height on Center Stage)

ANNOUNCER FROM BACKSTAGE

Good Morning Ladies and Gentlemen!

It's our pleasure to introduce to you the creator of OPERATION 192, a man who directed his Michigan City, Indiana "Ambassadors of Harmony" to the 1956 International Chorus Championship and who has been elected to serve our Society as an International Vice President.

Ladies and Gentlemen, Mr. Rudy Hart

RUDY HART

Most of the Musical World tunes to the key of "A", but Barbershoppers are different . . . we change this old established custom by tuning to the key of "B Flat".

(RUBY BLOWS B FLAT ON PITCH PIPE AND HOUSE LIGHTS GO UP AS CHORUS BEGINS "IS THERE ANYBODY HERE FROM OUT OF TOWN". CHORUS IS IN PIT BEING RAISED ON STAGE ELEVATOR. RUDY MOVES TO FRONT TO DIRECT. SPOTLIGHT SPREAD TO COVER ENTIRE CHORUS) AT CONCLUSION OF SONG CHORUS MOVES INTO AUDIENCE TO SURROUND CENTER AISLES.

ANNOUNCER FROM BACKSTAGE

This is OPERATION 192 . . . a new concept of promoting Barbershop Harmony. Where did we get the figure 192? This came from adding together the number of men needed to start a musical training and promotional program for our Society. We envision 6 groups of 32 men each working to bring the story of Barbershopping to hundreds of communities as yet untouched by the ringing of a Barbershop 7th chord. Six (6) groups of 32 men would give us 192 men devoted to the growth of SPEBSQSA.

Our Society has no money for an extensive Public Relations program, so we must find other means of taking our story to the men of North America who need our Society as badly as we need them.

We must realize that much of the talent our Society needs is to be found in other singing organizations such as church choirs and male glee clubs. We must learn to produce music which will appeal to these men and to answer many skeptics who believe we are just a good time, fun loving organization whose musical standards are slip shod and not prepared carefully.

Right now it's time for us to discuss the importance of OPERATION 192 to the future of our Society. As our OPER-

ATION 192 Chorus surrounds you for their next number we want you to prepare yourselves for a new and exciting way of presenting Barbershop Harmony. Rudy Hart will now show you what to do if you are tired of saying, "I'M ALWAYS CHASING RAINBOWS."

(HOUSE LIGHTS GO OUT AND CHORUS PRESENTS SELECTION WITH RUDY WEARING WHITE GLOVES ILLUMINATED BY BLACK LIGHT. FOLLOWING NUMBER CHORUS RETURNS TO ASSIGNED AREA ON STAGE. SPOTLIGHT COVERS ENTIRE CHORUS).

ANNOUNCER FROM BACKSTAGE

The 40 men who are now moving back on stage are the nucleus of our first OPERATION 192 unit. They are members of our Dallas, Ft. Worth and Garland, Texas chapters.

Eventually, if this plan is put into full operation, six or more units, just like our chorus today, will be formed in key cities throughout the United States and Canada. The primary purposes of these specialized groups will be:

1. Preparing for future money making spectacular publicity on nation-wide radio or television for the Society.
2. Proving to the general public that our members can produce professional work beyond that which is now being produced on a nation-wide scale.



THE SCHMITT BROTHERS

JIM — JOE — FRAN — PAUL

1951 International Quartet Champions

3. Preparing expert demonstration groups to be used for Society Public Relations purposes on a large scale at any given time.
4. Training of these groups for educational and extension programs which are sorely needed throughout our Society.
5. Making these units self sustaining and capable of out-singing and out-performing anything you see today in the professional field of music.

Every man on stage at this moment is a potential instructor, a field-man if you will. OPERATION 192 is designed for the Barbershopper who wants more from his membership than he is now getting. We want men who have the time and talent to promote our Society. Most of them will *not* be quartet men because of the time needed to work effectively for OPERATION 192.

If this program becomes operational we conceivably could have 192 chorus directors, 192 unofficial area counsellors, 192 public relations specialists and 192 top flight entertainers . . . entertainers capable of appearing before any audience in North America for the purpose of demonstrating the musical importance of our Society.

Rudy Hart and our special chorus are showing you today what can be done musically with such a group of volunteers while I give you the background of the program itself.

Rudy, let's show this fine audience what your boys can do with "GEE, BUT IT'S GREAT TO MEET A FRIEND FROM MY HOME TOWN".

(FOLLOWING SONG CHORUS PREPARES TO PRESENT "NEARER MY GOD TO THEE". A CROSS ELEVATED AND LIGHTED WILL BE BEHIND THE CHORUS GIVING A SILHOUETTE EFFECT. FOUR MEN WILL STEP FORWARD, SPOTLIGHT WILL OPEN ON FACE OF THE LEAD WHOSE HEAD WILL BE BOWED. HE WAITS 10 SECONDS, RAISES HIS HEAD SLOWLY AND SINGS (SOLO) . . . "NEARER MY GOD TO THEE". THE SPOTLIGHT SPREADS TO THE TENOR WHO SINGS DUET WITH LEAD, ETC. UNTIL ENTIRE QUARTET IS SINGING. CHORUS JOINS QUARTET AND EVENTUALLY SCHMITT BROTHERS JOIN GROUP SINGING ANTIPHONALLY FROM CENTER OF AUDITORIUM. NUMBER ENDS WITH SPOTLIGHT BACK TO FACE OF LEAD SINGER WHO FINISHES, BOWS HIS HEAD, AND LIGHT IS TURNED OFF IN DARK AUDITORIUM.

ANNOUNCER FROM BACKSTAGE

(Intro to "Nearer My God To Thee")

The six groups of 32 men who would comprise OPERATION 192 would, of course, be non-paid salesmen for our Society. This means that no Society funds would be given to the men except to meet their immediate expenses such as travel and uniform cleaning. They will be giving freely of their time and talents for the good of all Barbershoppers. These special groups would be called upon to present programs, such as you are seeing here, in communities where Barbershop quartet singing is relatively unknown. Of course, they will be telling the story of our Society rather than the story of OPERATION 192 as we are doing today. This would be our sales force for establishing new chapters while training and educating our current membership. This would be our educational team who would tell the story of Barbershop harmony to the students of our colleges and universities. These are the men who will also come to your chapter, probably only one or two of them at a time, to reach your members how to enjoy Barbershopping more both musically and administratively.

Entrance requirements for acceptance into OPERATION 192 will not be easy. Here are the ways the groups would be selected: . . . Each unit will consist of men with exceptional voices and musical ability, willing to dedicate their time toward the development of the Society and the other units of OPERATION 192. Each man must be able to sing two of the four voice parts . . . be able to sight read music, willing to rehearse on special call of a director. Members must want to direct and assist in the extension program of our Society.

These men will never compete as a group at official contests nor will they use their affiliation with OPERATION 192 to promote their personal interests. Each year the six selected choruses will present uniform show presentations and educational format as directed by the leadership of OPERATION 192. Can you imagine all of them getting together at an International Convention for one big show?

The music you are listening to today is a perfect illustration of what can be produced with a few hours of dedicated work. Now we can let you in on the secret. The gentlemen before you have worked together in only 3, yes, we said only 3 rehearsals prior to stepping on the stage this morning. Even more impressive is the fact that all of the musical arrangements written for this demonstration were new to each of the men. They have, through proper training, prepared themselves for a first class musical show, and the variety of music the chorus has learned is quite impressive too. As a change of pace, we want to prove our worth in the field of serious music such as our Society has produced in Hymns for Men Book I, which was made available to our membership just a few months ago. This is an important step toward raising our prestige among the manyingers who as yet have not joined our Society. We invite your attention to the center of our stage.

(CHORUS SINGS "NEARER MY GOD TO THEE" . . . RUDY HART WILL INVITE THE SCHMITT BROTHERS TO JOIN THE GROUP ON STAGE FOLLOWING THE SONG AND HE WILL COMMENT ABOUT THE SERVICE OF THE SCHMITTS DURING THEIR TEN YEAR REIGN AS INTERNATIONAL

CHAMPIONS. HE WILL THEN ASK THEM TO WOODSHED THE NEXT NUMBER WITH THE CHORUS. THIS WILL BE "BABY YOUR MOTHER" AS ARRANGED BY S. K. GRUNDY.)

(RUDY HART CONCLUDES PROGRAM BY REQUESTING SUPPORT FROM THE AUDIENCE WHILE BRIEFLY SUMMARIZING THE IMPORTANT POINTS OF OPERATION 192. HE WILL THEN INTRODUCE THE CLOSING NUMBER OF THE SHOW BY SAYING "THE DAYS THAT WE ARE ENJOYING TOGETHER NOW WILL BE THE GOOD OLD DAYS TWENTY YEARS FROM NOW!" AT THE CONCLUSION OF THE FINAL NUMBER THERE WILL BE A COMPLETE BLACKOUT, THE CURTAIN WILL DROP AND THEN THE SPOT LIGHTS WILL COME BACK UP FOR CURTAIN CALL TO SING CHORUS AGAIN AS ANNOUNCER CONCLUDES PROGRAM.)

ANNOUNCER FROM BACKSTAGE

Prior to presenting this program to you today we contacted several outstanding chapters and quarters to get their reactions to OPERATION 192 and to Society sponsored shows in their communities. Here are the chapters who want to help the Society with this plan.

Salt Lake City, Utah
Vancouver, British Columbia
Boston, Massachusetts
Philadelphia, Pennsylvania
San Gabriel, California
Cleveland, Ohio
Miami, Florida
East York (Toronto), Ontario
Big "D" (Dallas), Texas

These are the quartets who have told us they are willing to devote their time and talents to the Society and OPERATION 192.

Sharpkeepers
Nighthawks
Evans Quartet
Bay Town Four
Timbre Kings
Lima Uncalled Four
Southern Aristocrats
Four Dads and A Lad
Schmitt Brothers
The Yorkaires
Knights of Harmony
Bay Statesmen
Texas Cavaliers
Hut Four
Oriole Four
Gaynotes
Easternaries
Checkmates
Town and Country Four
Merry Notes
Vi-Counts

And lastly we must pay tribute to the fine Southwestern District group from our Dallas, Ft. Worth and Garland, Texas chapters who helped us so much during our presentation today. And let's show our appreciation to those great Society champions from Two Rivers, Wisconsin . . . THE SCHMITT BROTHERS.

And a big round of applause for one of the finest Barbershoppers who ever stepped on a stage . . . Rudy Hart. Thank you very much for your attention and for your interest in OPERATION 192. Good Morning!

The OPERATION 192 demonstration was presented in the 1,700 seat Dallas Veteran's Memorial Auditorium Theatre. Your comments on this plan would be appreciated. Address letters to: Editor, The HARMONIZER, 6315 Third Avenue, Kenosha, Wisconsin.

House of Delegates Approves "Member Benefit Program" At Dallas Convention

The following report was approved at the recent Dallas Convention by the Society's International House of Delegates, subject to District ratification at the coming Fall conventions.

REPORT OF PER CAPITA DUES STUDY PROJECT COMMITTEE TO: PRESIDENT JALVING AND INTERNATIONAL HOUSE OF DELEGATES

There is little point in continual referral to the way our Society began. We all recognize its original nature, but we must also recognize the fact that the Society is not the same as when it began. The early natural nostalgic appeal and phenomenal rate of growth are history and our numerical growth has been on a virtual "plateau" for nearly eleven years. (The Society's peak membership of 26,901 members was reached in the 1949-50 fiscal year. Since then membership has hovered between 22,000 and 26,002 members. During the Society's 22 years, nearly 1,000 chapters have passed out of existence, and we have only approximately 650 chapters in the Society at the present time.)

During this "static" period, considerable study and thought have been given to the Society's future—its growth both internally and externally—its music and its membership. In 1953 a Long Range Planning Committee was created, with one of the Society's elder statesmen, Dean Snyder of Washington, D. C., as the Committee's first chairman. Dean, who at the 1953 Convention at Detroit, delivered the first keynote address to be presented at an International Convention—a custom which has been followed at every International Convention since then, in his speech, titled "Our Dimensions and Our Opportunities", shared with his listeners a glimpse of the Society's future through expanding opportunities for member participation.

Shortly thereafter Dean presented a report to the International Board of Directors encompassing 20 proposals covering projects that, if accomplished, would assure greater member enjoyment and added prestige and recognition for both our members and the Society as an organization. However, the implementation of those proposals necessitated additional funds that our dues structure up to this time, could not provide. Therefore, in early 1960 International President Clarence Jalving formed a special committee (comprised of International Officers) for the purpose of establishing a dues increase required to accomplish specific objectives necessary in bringing about a brighter and more enjoyable future for Joe Barbershopper.

Personal contact by International and District Officers and members of the International Headquarters Staff (which contacts were intensified with the creation of this special study group, proved conclusively that *what our members want more than anything else, is personalized field service, both musically and administratively.* With this primary objective in mind, including the development of a planned educational program designed to increase member skills and enjoyment, and enlarge-

ment of the scope of our public relations activities at all organizational levels in the Society, a plan (for both our immediate and long range future) has been proposed by the International Executive Committee for adoption by the International House of Delegates and the International Board of Directors. This plan will be presented for consideration at the business meetings which will be held at the Society's International Convention at Dallas, Texas, June 22, 1960.

The following is a brief outline of the general plan:

I. FOR COMPLETE AND EFFICIENT PERSONALIZED FIELD SERVICE

A. Field Operations

1. Employment and training of the following personnel:

a. A Director of Field Operations to plan and supervise the activities of the following fulltime employees:

(1) A Director of Musical Activities to plan and supervise the operations of musical field men to set up a program of Barbershop Craft Training, Chorus Director Development, training of quartet coaches (through conducting quartet workshops), supervision of our music publishing program, and arranging for assistance to be provided for members interested in learning "how to arrange", supervision of presentation of our musical endeavors through mass media—such as Society-sponsored recordings, radio and television performances, etc.

(2) Five Field Representatives (to be added to our Headquarters staff as the implementation schedule of this plan will permit—with more to be added later as needed) whose primary duties shall be to serve and assist chapters and prospective chapters in cooperation with their respective districts in musical and administrative training through personal contact.

2. Employment of a fulltime Public Relations Director to supervise all Society publicity and public relations activities, oversee monthly production of The Harmonizer and production of promotional material—printed matter, audio-visual media etc.

3. Employment of a Convention Manager to supervise planning and presentation of International Conventions and to consult with Districts and their Convention hosts in planning and presenting two Conventions each year per District (we presently have 15 Districts).

Nine key men plus approximately six persons in production and clerical jobs would be added to our present staff of 20 employees.

II. FOR BUILDING A LARGER AND BETTER IN- FORMED MEMBERSHIP AND STRONGER AND BETTER OPERATED CHAPTERS

A. Administrative Training

1. Old and new member education
2. Complete officer training at all levels

B. Changing of The Harmonizer from a bi-monthly to a monthly publication to provide closer contact with members, more informational and instructional material, etc.

III. FOR DEVELOPING GREATER PUBLIC AWARE- NESS AND APPRECIATION OF THE SOCIETY AND ITS CONTRIBUTIONS TO OUR WAY OF LIFE

A. Accelerated promotion of opportunities for exposure of the public to SPEBSQSA and our distinct style of singing, through motion pictures, sound slide films, television, radio, newspapers

and other periodicals (national magazines, house organs, fraternal publications, etc.), outdoor advertising, etc.

B. Training of District and Chapter Public Relations Chairmen to more fully utilize opportunities for publicizing our Society and its activities.

C. Development of a sense of belonging and of pride in the organization on the part of every member.

FINANCING

Our Society began as just an idea—and at the outset no dues were collected! Dues of 50 cents were then established. This was then raised to \$1.00, \$2.00, \$3.00, \$4.00, then \$5.50 (all including magazine subscription fee). In the past our dues have been set at a figure based on *bare minimum needs* rather than on equipping and staffing the Society to more fully realize the great potential which lies ahead of it. (Although individual member records were not kept at our Headquarters until 1953, it is reasonable to assume that 150,000 or more men have held SPEBSQSA membership cards. In addition, we have chartered more than 1,600 chapters, many of which are among our strongest and most successful units, even though they exist in communities with as few as 3,000 inhabitants, yet there are more than a thousand communities in the United States alone with in excess of 10,000 population where we are not currently represented by a chapter.) To serve the Society's bare "needs", additional income is necessary because of rising costs. We have not had a per capita dues increase since 1953. Four years ago we initiated our Expansion Fund Program, designed for a period of five years to acquire a very badly needed permanent Headquarters building and to provide services to our members of true value to each individual in our Society. As this report is being written, we have pledged only \$204,084.00 and paid only \$152,177.00 toward a goal of \$260,000.00! One of the primary benefits of the Expansion Fund was the furnishing of the services of a Field Representative who in three years drove more than 100,000 miles (plus travel by air and rail) in making 396 visits to present Barbershop Craft Demonstrations and to hold Chorus Director Schools and Administrative Conferences with chapter officers and members. That lone Field Representative resigned effective May 31, 1960. The week before his resignation became effective, total contributions for that week to the Expansion Fund amounted to only \$182.00! Obviously this source of revenue cannot be counted on in the future. Our principal source of revenue is and must remain dues and subscription fees. Enclosed is a pie chart which represents the Society's total income for 1959. Please note that approximately 55 per cent of our total revenue is derived from membership fees, of which about 10% is returned to the Districts at the rate of 50 cents per capita per member, and 15 per cent is received from Harmonizer subscriptions. Obviously, if we had a membership of from three to four times our present size, our present fees might probably be adequate (Lions International has more than 600,000 members, Rotary approximately a half-million and Kiwanis 300,000). The aforementioned static period of eleven years would seem to indicate that without an enlarged program of personalized service and systematic membership promotion, such as is recommended in this report, our future growth will continue to be minimal.

Just as a sales organization through increasing sales and thereby showing a better profit margin, is equipped to better service its accounts, so is an organization such as ours able to provide more member benefits as increased operating funds become available. Also enclosed is a functional distribution pie chart showing the percentages of the Society's expenditures for 1959. The entire plan outlined in this report is based on the

belief that section "b" of this pie chart must be increased in size in relationship to other expenditures. Through development of an educational program for our members and officers, we will cut down on our turnover of members (which has averaged about 25 per cent each year for the last several years) and will begin to realize the great potential which lies before us in the chartering of sound new chapters.

The addition of personnel which will be required to implement such a plan, the providing of that personnel with office facilities, travel budget and promotional aids and instructional materials when the plan is fully implemented, it is estimated will cost between \$200,000 and \$250,000 a year. Through adoption of the plan, additional revenues will be forthcoming. However, it would be folly to expect to finance the plan on "anticipated income". It must be financed through our most logical source of revenue—dues from our current members, *some of whom may not wish to be a part of an expanded program of Society promotion and will therefore drop out of the organization.* This must be a calculated risk! As the supplemental report of the Laws and Regulations Committee, to which this report is attached, indicates, the International Executive Committee feels that per capita dues of \$13.50 must be established to make this program a reality.

SUMMARY

It is a fact that:

1. too many men we call "Barbershopper" just belong to our Society—they are not really members.
2. too many men leave the organization each year (average turnover 25 per cent),
3. many chapters of our Society do not enroll a sufficient number of new members and do not properly indoctrinate their members so that they really know what it is they have joined,
4. too few of our chapters handle their administrative affairs on a business-like basis,
5. too many chapters do not plan their programs,
6. a sufficient number of our members do not sing in quartets and choruses,
7. too small a percentage of our membership participates in District and International Conventions and other activities,
8. we do not have a sufficient number of capable, *trained* chorus directors,
9. our public relations activities are minimal because of lack of trained personnel and funds for promotional uses.
10. we do not have nearly enough chapters in the organization,
11. these and many more conditions exist which must be corrected if our Society is to move forward.

Therefore, the Executive Committee has decided to recommend that our Society finally decide to face up to the challenge—to make our Society the greater force for good it can be in North America and perhaps in foreign countries—and to bring us the recognition in the cultural and musical worlds which many of us feel are rightfully ours.

Over the Archives Building of the United States Government in Washington, D.C., is this inscription: "The Past Is Prelude". A scholar was once asked to explain the meaning of this inscription to a layman, and after doing so in rather pedantic language, the layman said, "Oh, you mean like 'you ain't seen nothin' yet!'"

So, this is the big challenge—to decide if we are to be satis-

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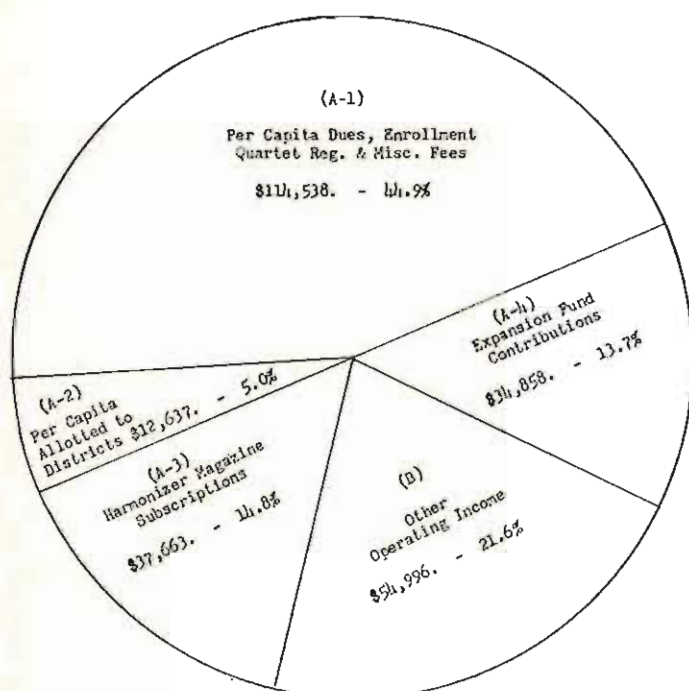
DUES STUDY REPORT—

fied with mediocrity or if we want real progress and accomplishment.

One last word—this is recommended as a "unit" program—one which must be adopted in its entirety—with the various elements of it to be implemented as funds and work loads will permit. To adopt only a part of the plan would, in my opinion, amount to merely trading dollars without returning to our members the benefits to which they are entitled.

SPEBSQSA YEAR 1959 — TOTAL INCOME

CHART #1



"A" Direct Fee Income From Chapters, Members, Quartets, Etc.

(A-1)	Per Capita Allotted to Int'l.	\$ 88,418.	34.7%
	Enrollment & Reinstatement Fees	21,902.	8.6%
	Quartet Registration & Misc.	4,218.	1.6%
	Total	114,538.	44.9%
(A-2)	Per Capita Allotted to Districts	12,637.	5.0%

(A-3)	Members Subscriptions to The HARMONIZER	37,663.	14.8%
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(A-4)	Contributions to Expansion Fund	34,858.	13.7%
		199,696.	78.4%

"B" Indirect and Operating Income

HARMONIZER Advertising	5,034.	2.0%
Conventions (net)	20,137.	7.9%
Proceeds Sale of Music, Supplies, Etc.	23,022.	9.0%
Earned Items Credited to Expansion Fund	1,326.	.5%
Royalties, Interest and Misc.	5,477.	2.2%
	54,996.	21.6%

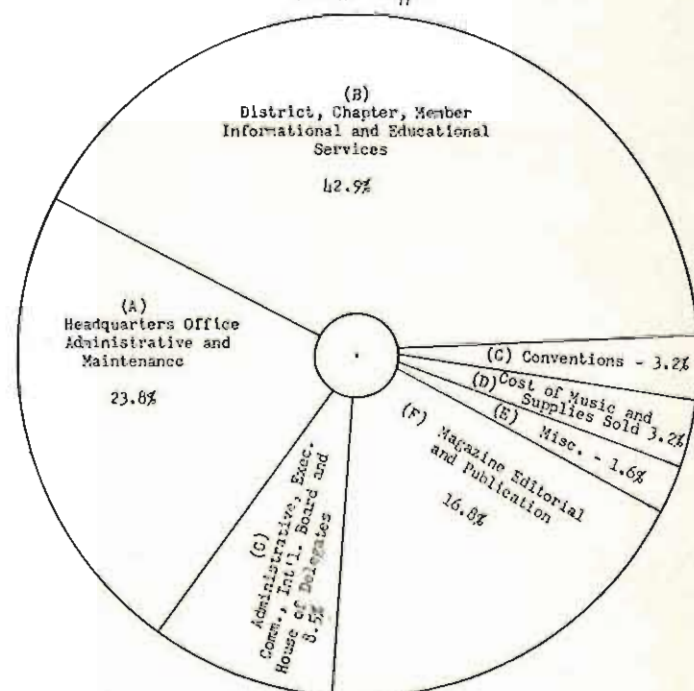
Total Income \$254,692. 100%

I firmly believe—and feel that many dedicated Barber-shoppers join me in this belief—that in our Society "we can do what we want to do" and that "we will do what we set out to do—if we set our sights high enough!"

Respectfully submitted,
PER CAPITA DUES STUDY PROJECT
Louis Laurel, Chairman
International 2nd Vice President

FUNCTIONAL DISTRIBUTION OF INCOME 1959 (Excluding Depreciation, Capital Expenditures and Surplus Over Expenses) = \$224,713

CHART #2



(A)	Headquarters Office Administrative—General	16.0%
	Maintenance of Properties	6.0%
	Public Relations	1.8%
		23.8%

(B)	District, Chapter, Member Information & Educational Service	9.4%
	Field Operations	
	Hdqtrs. Office Communications, Informational, Educational Training, Music Production and Distribution	31.8%
	C & J Training	1.7%
		42.9%

(C)	Convention Related Expenses other than charged to Convention Account	3.2%
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(D)	Expense Contributing to Cost of Supplies and Music Sold	3.2%
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(E)	Honorarium, Past Int'l. Secretary	1.6%
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(F)	Magazine Editorial and Related Expense	4.4%
	Printing and Distribution	12.4%
		16.8%

(G)	Administrative Executive Committee, Int'l. Board and House of Delegates	
	Executive Committee Travel and Expense	3.3%
	Int'l. Board and House of Delegates Travel and Expense	5.2%
		8.5%

(Above includes partial related services of Executive Director and Staff) 100.0%

A Special Message From RUPERT HALL

TULSA, OKLAHOMA

CO-FOUNDER AND FIRST PRESIDENT, SPEBSQSA
ORIGINAL "ROYAL KEEPER OF THE MINOR KEYS"



Rupert Hall

Many members have asked me, as an original member of this Society, what I think of the Member Benefit Program now before our members for study. I'm reminded of a statement I made at Pittsburgh at the 1957 Mid-Winter Meeting, where in my Keynote Address I stated:

"... Each of our present activities and any new activities suggested for our program should be carefully screened and I would use the test of, first, will enough members find it attractive and entertaining to continue it and second, is it absolutely necessary to our original program of Preserving and Encouraging Barbershop Quartet Singing..."

I feel this philosophy of thought has been used by the men who have presented the Member Benefit Program to us for our acceptance. The basic purposes of our Society will never change, of this I am certain. But, we must realize the fact that our Society's size, organizational structure and methods of operation have changed and will continue to change. As I see it the Member Benefit Program is designed to make Barbershopping more enjoyable for you and me. I'm only sorry that O.C. Cash couldn't be here to share my interest in the positive and progressive planning we are witnessing in our Society today.

I have been amazed at the dedicated leaders we have had

during the past 22 years. God Bless them for their devotion to our cause.

Unfortunately, volunteers can't possibly handle all the myriad details of administration connected with the running of a Society the size of ours. And even if they could we wouldn't want them to do it. Why? Because they joined this organization to SING, not to work.

Now, I'm no expert, but I sincerely believe you owe it to yourself, your chapter, your district and your Society to study this new Member Benefit Program carefully before you vote on it in your chapter meeting (and I urge each of you to exercise this right in this democratic organization of ours).

This is my way of telling you I believe in the purposes of our Society just as much today as I did the night O.C. Cash and I drafted our letter of invitation to the Society's first meeting, which you may have read in our historical records.

I think the most important thing for us to consider is that the Member Benefit Program IS designed to make Barbershopping more enjoyable and appealing to you and me... the average members of this great Society. Now let's cast our vote and get back to some good old Woodshedding.

Who's got the pitchpipe?



This was the scene at the Adolphus Hotel registration area as the delegates prepared for a week of fun, fellowship and the Barber-shop chord. Members of the Host Chapters did an outstanding job in making members feel at home in Big "D".



The ever popular APIC (Association of Past Champions) provided enjoyable entertainment for some 6,000 delegates. Past Champions show were: MID-STAT (1951); FOUR HEARSEMEN (1955); G. (1959). Newly elected officers of APIC are president, Jim Schmitt (Schmitt Brothers) and treasurer, Dwight...

Photo Review of Outstanding Dallas Convention Activities



As usual, the Judges School attracted many potential judge candidates in addition to men already in the judging program. Joe Jones, chairman of the International Contest and Judging Committee is at the microphone in the above photo.



The Confederate's Bill "Buz" Busby attracted a tremendous ovation from the thousands of delegates in Chicago in 1959. Buz, who is recuperating from a recent illness, was given a tremendous ovation from the thousands of delegates.

Lobby woodshedding is a favorite sport of many conventiongoers. Below we see an impromptu quartet too busy with "Mandy Lee" to notice the passing crowds or that "fifth" man who probably has his brief case stuffed with hot new arrangements.



The most successful communications PROBE (Public Relations Officers and Barbershop Executives) (Silver Spring, Maryland) and vice-president with telling the story of Barber-shop Headquarters Staff Taylor (Columbus, Ohio) was present.





International Champions) Chorus pro-
persons at the Dallas Arena. On hand for the
FOUR (1949); SCHMITT BROTHERS
OTES (1958); and FOUR PITCHIKERS
resident, Morris Rector (Gaynotes); vice
secretary, Dick Gifford (Four Hearsemen);
it (Four Hearsemen).



The Woodshed was a popular hangout for Barbershoppers between contest sessions as evidenced by the above photo. Many organized and strictly "woodshed" quartets appeared before the enthusiastic crowds that gathered for these impromptu shows. A special Woodshed was erected this year by the host chapter because it was impractical to ship the original model to Dallas.



"Little Tommy Tinker" had the crowd on its
ormance of his successful song leading at
a very serious auto accident, received a
of Barbershoppers at the Arena.



Below we see Barbershoppers ladies during a special style show at the fabulous Neiman-Marcus in Dallas. Professional models paraded the latest fashions before the group. The ladies were kept very busy during convention week and apparently loved every minute of it.

ting ever staged at an International Convention was credited to the 82 members of
letin Editors) who turned out for the annual meeting. Headed by president Dee Paris
Wilbur Sparks (Arlington, Virginia) the group discussed a multitude of subjects dealing
y to our own members as well as the general public. International First Vice-Pres.
chairman for the 90-minute meeting in the plush Century Room of the Adolphus Hotel.



The Barber-Teens spent most of the Con-
vention around the juke box, but found time
between dances to attend a swim party, dude
ranch outing and an amusement park trip.



The A-B-C's of the M.B.P.

By Lou Laurel, International Second Vice-President
Chairman, Member Benefit Program Study Group

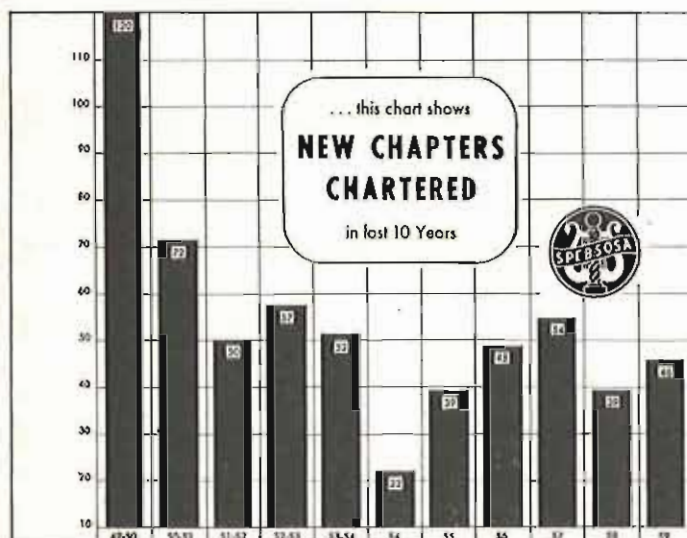
FOREWORD

This is a follow-up to the report submitted to our International House of Delegates at our recent Convention at Dallas, which is reproduced earlier in this special issue of the Harmonizer. This follow-up article is being written in answer to the requests of various members of the International House of Delegates and other key men in the Society, in an effort to "spell out" the whys and wherefores of this plan which was adopted by a 28 to 8 vote of members of the International House of Delegates (which is comprised of the Society's Past Presidents, the 23 members of the International Board of Directors and the Presidents of our 15 Districts), subject to ratification by a majority of the Society's Districts at their Conventions this fall. A sincere effort is being made herein to submit the complete facts to our membership to permit them to objectively evaluate the merits of the program and to come to a decision regarding how you would like to have your chapter delegate to your District Convention vote on the matter.

1. WHY THE MEMBER BENEFIT PROGRAM WAS RECOMMENDED

A. Retarded Growth

1. Number of chapters chartered—In 22 years more than 1500 (in the earliest days of the Society charter numbers were not issued and formal records were not kept). As of July 31, 1960 the

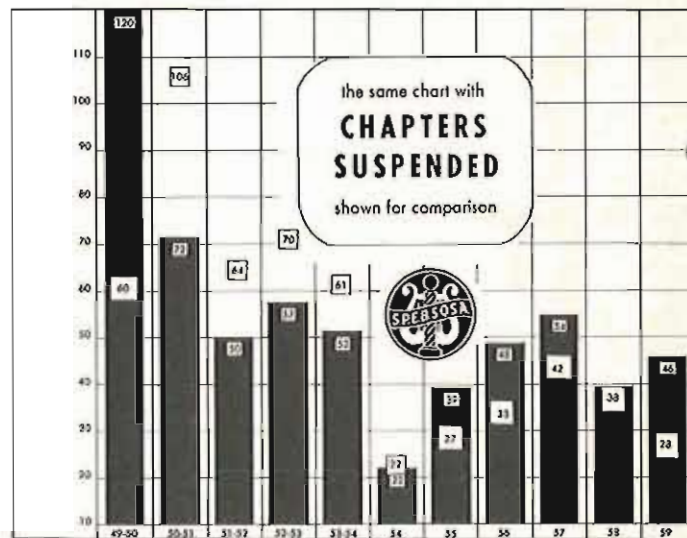


2. Uninteresting programs (failure to assign program planning responsibility or failure to follow through to see that interesting programs were scheduled).

3. Lack of musical progress (many complaints of members remaining in the chapter for a few years and knowing no more songs when they left the organization than they learned the first year—low musical standards resulting in loss of opportunities to present Barbershop Harmony to the public, etc.).

4. Loss of chorus directors (too many chapters were too dependent on one man—a single chorus director—instead of having several assistant directors).

Note the membership charts on this page and page 11, all of which are self-explanatory (except that it should be pointed out that the fiscal year of the Society was changed from a June 30th beginning to January 1, effective January 1, 1955. This accounts for the six month period shown as "1954", which made it necessary for dues to be collected three times within an 18 month period). The following additional information will make study of the charts more interesting. The minimum membership requirement for the chartering of a new chapter and the maintenance of a charter was 16 until July 1 of 1951, but it was raised to 20 members where it remained until January 1, of 1959 when the minimum membership requirement was raised to 25.

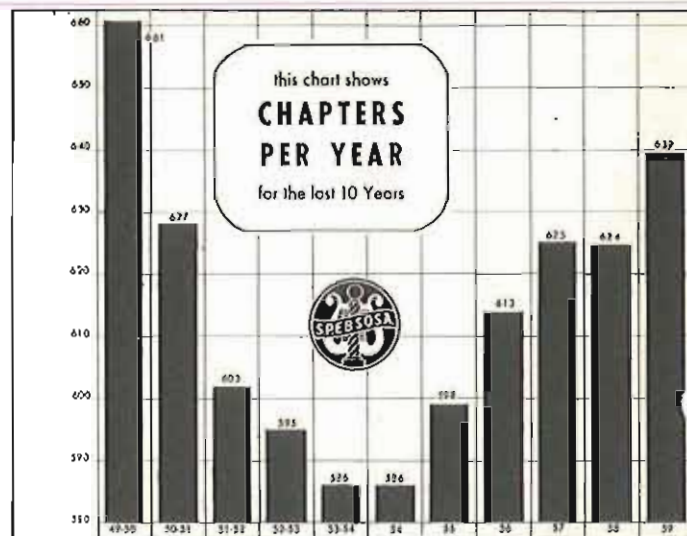


Society had 639 chapters. Peak number of chapters was in the Society's 1949-50 fiscal year (120 new chapters were formed that year). Approximately 900 chapters (one and one-half times as many chapters as are now in the organization) have passed out of existence.

2. Loss of members—Enrollment of new members has remained at a gratifying rate for the past ten years, with from 5,000 to 7,000 new members being added each year. However, approximately the same number are lost each year, with net increases being spotty and relatively small in size. Although individual member records were not kept at our International Headquarters until beginning in 1953, it is reasonable to assume that more than 150,000 men in the United States and Canada have belonged to SPEBSQSA at some time or other.

B. Reasons for Losses—Dropped member surveys taken on two occasions three years apart, with each mailing going to approximately 5,500 men who were former members of the Society, and a survey of Society leaders taken by the Society's recorder and historian Stirling Wilson in 1954-55 at the request of then International President Art Merrill, cited the following main reasons for loss of members:

1. Unbusinesslike chapter operation (disinterested or inadequate leadership, in some cases expecting the chorus director to run the chapter meetings—permitting disagreeable discussions on the floor at chapter meetings—extended business meetings on regular meeting nights instead of having executive committee meet to discuss chapter business and report to the chapter briefly at regular meetings, etc.).



During the period covered at the beginning of the chart, International per capita dues and Harmonizer subscription fees totalled \$3.00 per member. July 1, 1951 the per capita dues were increased to \$4.00 and a rebate of 50 cents per member to the districts was established. Effective July 1, 1954, per capita dues went to \$5.00, with the district rebate being increased to \$1.00. Effective January 1956 the district rebate was reduced to 50 cents and effective January 1958 The Harmonizer subscription fee was raised from \$1.00 to \$1.50, making the total of per capita dues and Harmonizer subscription fee \$5.50.

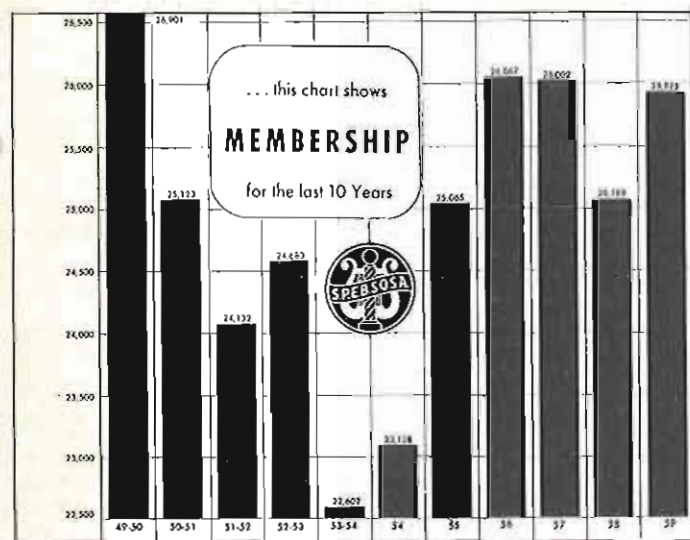
The fee for chartering of new chapters was \$10.00 until July 1st of 1952 when the fee was raised to \$25.00, and effective July 1st of 1954 the charter fee was increased to \$50.00 and was eliminated in 1958 when a \$3.50 initiation fee was introduced.

It is interesting to note that the charter retention picture improved as the minimum membership requirement was raised (in 1960 only 25 chapters lost their charters).

II. WHAT THE MEMBER BENEFIT PROGRAM PROPOSES TO ACCOMPLISH

A. Reduce turnover of members (this is considered to be a primary objective proposed for accomplishment through more careful chartering of new chapters, better selection and indoctrination of members and better chapter programming. No specific membership goal has been proposed in connection with the *Member Benefit Program*, although various estimates of the Society's potential membership have been mentioned over the years (such as in then International President Hal Staab's "Vision of The Future" published in the *Harmonizer* that year, prophesying 50,000 members in approximately 1,000 chapters in the United States and Canada. It should be stressed that emphasis of the M. B. P. will be placed on quality, active members rather than on numbers for the sake of size alone.).

B. Reduce turnover of chapters (through helping District Officers and Area Counselors render "first aid" where needed—at the time such help is needed—not when the situation may no longer be salvageable).



C. Assist in the organization of sound new chapters (in communities selected by the present 15 districts of the Society where it is felt Barbershopping can flourish. In the United States alone there are more than 1,000 cities in excess of 10,000 population where we are not now represented by chapters.).

D. Train chorus directors and chorus director instructors (in an effort to upgrade musical standards—to increase chorus director skill—and to train chorus directors to train assistant directors. This will be accomplished through the holding of chorus director schools at the district level, with special emphasis being placed on development of topnotch chorus directors to carry this type of training to weak chapters who too frequently are not represented at sectional sessions.).

E. Train quartet coaches (utilizing proven methods of teaching quartets how to select songs more wisely, how to learn them more quickly and how to perform them more effectively, in an effort to stimulate greater interest in organized quartet singing and in Society-sponsored contests.).

F. Assist in the development of more qualified judges.

G. Teach our members how to woodshed (a neglected activity in too many localities).

H. Improvement of the Society's programs of publicity and public relations (thereby increasing public awareness of the Society and our chapters and increasing member pride in the organization).

(In the past, this highly important activity has been one of the Society's "stepchildren" so to speak, with the general budget never providing more than \$3,000 for public relations activities. The figure furnished later on in this article indicates plans to allocate several times that amount of money to publicity and public relations activities. Concentration will be both on internal (within the organization) and external (public) relations. The Society's official magazine, *The Harmonizer*, will be stepped up from a bi-monthly to a monthly publication at no increase in subscription fee (however, an additional \$30,000 will be required to produce the extra six issues per year); plenty of instruction will be provided for chapter public relations men, bulletin editors, etc.; activities in PROBE (Public Relations Officers and Bulletin Editors Association) will be stepped up through educational programs at district conventions, International Conventions, through correspondence, etc.—employment of a fulltime public relations director would assist in placing "Operation 192" (described elsewhere in this issue) into operation, art and mat services would be provided for chapters along with more prepared news releases for chapter and local news outlet publication, more personal contacts would be provided with ad agencies, network radio and television personnel (resulting perhaps in publicizing of the Society and its activities through network television coverage, perhaps through a spectacular presentation)—prepared radio and TV scripts can be produced for chapter use—Barbershop quartet recordings could be provided on a complimentary basis to disc jockeys across the continent—more audio-visual material could be developed (such as recordings, film slides, moving pictures, etc.)—concerted efforts could be followed out to obtain foundation support to catalog and otherwise improve the Society's extensive music library—efforts could be launched to introduce Barbershop Harmony text material into high school and college curricula, etc.).

I. Increased size of music library (and improved methods of making materials contained therein more useful to our membership).

J. Assistance to chapters in strengthening finances (through businesslike operation—better show production).

K. Insure the Society's future (through guidance of concerted youth promotion activities—increase in size of the organization—exploitation of various sources of income—etc.).

III. PERSONNEL REQUIREMENTS

A. *Director of Field Activity*—who would be in charge of coordinating the activities of a Director of Musical Activities and five field men who would be added to the staff. He would handle setting up of training programs and aids, travel schedules, district and chapter correspondence, visitation followup, publicizing visitations of field men, semi-annual reports to the Board of Directors, personal contacts with chapters and districts, preparation and distribution of educational guides and procedures for use by members and officers at all Society levels.

B. *Director of Musical Activity*—who would work closely with the Society's College of Arrangers, handle details of publication of all Society music, handle music copyright matters and contacts with music publishers, supervise presentations of Operation 192 units (as demonstrated at the Dallas Convention), establish programs to encourage new Society arrangers and composers, coordinate work of International Contest and Judging Committee, produce music education materials and assist in recording sessions and supervision of acoustical arrangements for International Contests, organize District Chorus Director Schools, report all musical activities to the International Board of Directors and make personal contacts with chapters and districts.

C. *Five Field Representatives*—who would give our Society the largest professional personal contact team in its history—a total of seven men including the Director of Field Activity and the Director of Musical Activity. The popularity of our first field representative's work during his three years in the field (May 1957 through May 1960) proves our members want and appreciate the opportunity to meet Society educators face-to-face and absorb their knowledge both musically and administratively. Plans call for each field man to be assigned a specific "region" of the Society consisting of two or more districts, depending upon geographical size, number of chapters, growth potential, etc. Every district will then have the close guidance of a professionally trained Society employee in staging schools, conventions, contests and training sessions. This will give our members, our chapters and our districts a direct line of communication with each other and with the International Society. (These men would live in the region to which they were assigned, whereas the Director of Field Activity and the Director of Musical Activity will operate out of the Society's Headquarters at Kenosha, Wisconsin.)

D. *Public Relations Director*—Employment of a full-time Public Relations Director by the Society has been advocated by Society leaders for several years. Since 1954 one man has been doubling as Public Relations Director and Editor of *The Harmonizer*. The proposed *Member Benefit Program* contemplates reassigning the present Public Relations Director and Editor, Curt Hockett, to the post of Public Relations Director. This employee would concentrate on building mem-

Continued on next page

A-B-C's of the M.B.P.—

ber pride through greatly increased public relations effort—through more adequate assistance to chapter public relations directors—through collaboration with district public relations representatives and officers of PROBE in conducting public relations seminars at district conventions, sectional gatherings—and through contacts with national media representatives as outlined in II.H. of this treatise.

E. Harmonizer Editor—Although calling on the talents of an editor full time would have been practical under bi-monthly issuance of The Harmonizer (and under the quarterly issuance plan formerly in effect) from the standpoint of devoting more time to sale of magazine advertising, use of an editor on a full-time basis is imperative in connection with publication of a monthly magazine (ad prospects for which will be stepped up considerably because of the greater frequency of issue which most advertisers insist upon.) Issuance of The Harmonizer on a monthly basis would cut down the size and number of mailings to International, district and chapter officers from Headquarters, making this means of communication more timely and more economical (with the added benefit of all members of the Society being given the opportunity to become more aware of what is going on in the organization).

F. Convention Manager—Since the Society's beginning the organization's managing officer (currently the Executive Director) has doubled as Convention Manager. With more sessions—both singing and instructional—being added to the Society's conventions—with attendance increasing—and with the necessity of booking conventions farther ahead (at least four years in advance), this job has become more and more demanding and a far greater amount of time should be spent in planning these important projects. Although yeoman service is rendered by volunteer personnel in our host cities in the personage of our members, their wives and other members of their families, a myriad of details and correspondence must be handled at International Headquarters on these events which can be stepped up considerably, both in their entertainment value to our members and financially, if an expert full-time convention staff is developed. In addition, valuable assistance can be lent to districts desiring help in planning and promoting their 30 conventions each year and in sharing methods of outstandingly successful districts with others.

G. Clerical Personnel—It is estimated that six secretaries and clerk-typists will be needed to handle the many details of daily correspondence, filing, general typing, personal assistance to chapters and districts, etc. The work of the new field men would be most demanding in this area. Successful planning and followup through chapter visitations is the key to a successful program of personal contact education. Since the field men will work away from Kenosha most of the time, it is imperative that they have a counterpart at Harmony Hall who knows their problems, scheduling, etc. Additional secretarial help will be required by the Director of Field Activity, the Director of Musical Activity, the Public Relations Director, the Convention Manager, and one additional employee (making a total of three) would have to be added to The Harmonizer staff.

IV. COST AND IMPLEMENTATION TIME TABLE

A. Personnel

1. Director of Field Activity—proposed to be added to the staff January 1, 1961. This employee would first carefully review reports of the Society's first field representative, examine methods of operation employed, methods of travel, expenses, etc. Then he, himself, would go out into the field to learn at first hand what methods of operation are most successful—problems encountered—extent to which chapter and district officers will cooperate in making field operation dollars prove most effective, and would then set up detailed job analyses, standard operating procedures, educational and operational policies, etc., in collaboration with the Executive Director along with working up a concerted training program to prepare the field representatives to begin their personal contact work.

This person will also work with the Director of Musical Activity in developing the musical education program, part of which will call upon the participation of the field representatives. These two employees will then conduct a three months training program for the field representatives.

2. Director of Musical Activity—proposed to be added to the staff March 1, 1961 (allowing six months for developing of the Society's musical "curricula", planning of music publication program, etc., before the field men come on the staff).

3. Five Field Men—scheduled to begin work September 1, 1961.

4. Public Relations Director—to begin work January 1, 1961 (spending the first six months assisting the new Harmonizer Editor in producing the magazine on a monthly basis—this would necessitate having Harmonizer Editor to begin work January 1, 1961, also).

5. Convention Manager—to begin work January 1, 1962.

6. Clerical—Secretary for Director of Field Activity, January 1, 1961; Secretary for Harmonizer Editor, January 1, 1961; Clerk

for Harmonizer Editor, January 1, 1961; Secretary for Director of Musical Activity, March 1, 1961; Secretary for Field Men, September 1, 1961.

Estimated added expenses (in addition to current operating expenses) including salary and travel during 1961 total approximately \$98,100. In 1962 one full year's added operation expense under the new plans would be \$180,400.

B. Equipment—Dictating equipment estimated at \$3,100. Type-writers, desks, chairs, filing cabinets, etc., estimate \$2,000.

C. Other capital expenditures—remodeling of office space, \$6,000. (Purchase of automobiles for traveling personnel is not contemplated unless leasing arrangements do not prove feasible because of mileage and other factors. \$8,400 per year for the leasing of seven vehicles is included in the 1962 personnel item—IV.A.)

D. Operating funds for 1961—approximately \$12,500 is anticipated to be expended in developing a Society-wide public relations program. It is planned to double this amount in 1962. In addition, various operating accounts will be stepped up proportionately (such as printing, office supplies, depreciation, etc.) as new personnel are added.

E. Reserve funds—At the present time the Society has funds in reserve sufficient to provide for only approximately three months of operation if a financial catastrophe should occur. Good business practice dictates that from five to ten per cent of each year's total income should go into surplus each year for an organization of our type. For that reason and because of the fact that proceeds from our International Conventions are highly speculative (a devastating tornado struck within 40 miles of our 1953 Convention in Detroit, which could have wiped it out), the International Board of Directors voted at our Dallas Convention to eliminate convention profits from our general budget estimates in the future, earmarking such funds to go into reserve. Expansion Fund payments are being recommended for bandling in the same way in 1961 if the Member Benefit Program is adopted.

Note well—Personnel and services contemplated in the plan are to be added as funds become available—and as work schedules make such additions feasible.

V. METHOD OF FINANCING

A. The Society's building fund begun in 1949 benefitted by contributions from members, chapters and districts amounting to only \$23,000 in eight years. The Expansion Fund (designed to pay for our own Headquarters building, along with the Society's building fund, and to provide expanded services to Society members) was adopted in January of 1957. The Expansion Fund was set up on anticipated contributions of \$2.00 per member per year over a five-year period, with an ultimate goal of \$260,000. Fund-raising experts estimate that 75 per cent of a fund-raising goal will be met in the first year of the fund, and campaigns lasting not to exceed three years are recommended. As of July 31, 1960 (the fourth year of the Expansion Fund) combined Building and Expansion Fund pledges totaled only \$206,978, with payments totaling only \$157,436 (during which period of time approximately 50,000 members—our present approximately 26,000 members plus about 6,000 turnover each year for the past four years—being asked to participate in the program, with 772 chapters being solicited and approximately 50 per cent of them contributing—a few achieving as high as 300 per cent participation). With our present Headquarters building costing \$75,000, building improvements approximately \$5,000, furnishings and equipment approximately \$12,000 and the balance spent on services and travel of one field representative, it is obvious that this source of revenue is not a logical means for financing significant benefits to the Society membership.

B. Other sources of income—such as sale of supplies and music to members—conventions—enrollment fees—quarter registration fees—efforts to sell a television spectacular program to a "blue chip" sponsor—etc., have been exploited to the fullest as far as time of present personnel and operating funds will permit.

C. Dues, then, appear to be the only logical and sure source of revenue in which each member will participate equally in financing Society operations. Without the continued significant rate of growth which the Society experienced in its first ten years of operation, the Society at its present membership is not large enough to finance an accelerated program of service and promotion. (Organizations like Kiwanis, Rotary, Lions, etc. have from a quarter million to a million members.) The only alternative, if strong, healthy membership increases are not possible under our present methods of operation, is to increase per capita dues.

Under the Member Benefit Program it is proposed that if the plan is approved with per capita dues and Harmonizer subscription fees totaling \$15.00 per member, the present \$3.50 initiation fee for new members and the \$2.00 fee for reinstatement of members dropping out of the Society for a period of one or more years will be abolished, so that one fee will be collected in the case of each member each year (providing from 12 to approximately 15 months membership under the quarterly "anniversary" method of enrollment adopted by the International Board of Directors at their January 1960 Mid-Winter Convention meeting).

VI. WHO PROPOSED AND APPROVED THE PLAN

A. A Dues Project Study Group consisting of members of the International Executive Committee under the chairmanship of myself as 2nd Vice President, was appointed by International President Clarence Jalving at the Mid-Winter Convention at Hartford in January of this year. This resulted from many hours of discussion by the Executive Committee of the Society's past, present and future. The discussion resulted in a decision to recommend to the International Board of Directors and the International House of Delegates, that for the first time in the Society's history a program of accomplishment be developed to be financed by whatever dues revenue would be required. Basically, the plan was to (1) decide what the Society wanted to accomplish, (2) decide what personnel, equipment, etc., would be required to achieve those ends, and (3) finally, to determine financing which would be required. (In the past the Society's program of activity had always been tailored to fit anticipated funds which would be available, rather than to work the other way around.)

The Executive Committee being in agreement, research in connection with the dues project study began, resulting in the presentation of the formal report published herein, being submitted to the International Executive Committee for approval. (Because of the limited time available to me because of job travel and confining work assignments of a special nature, this action could not be taken until the week end of June 3, 1960 when the Executive Committee met at Harmony Hall. At that meeting the Executive Committee voted to mail the study group's report to the 15 District Presidents, asking them to make telephone contact with the members of their District Boards of Directors (for which telephone expense voucher forms were furnished) to explain the plan to their men and to solicit their guidance in voting on the subject at the Dallas Convention.

B. The District Presidents discussed the *Member Benefit Program* at a District Presidents Conference held at the Dallas Convention, the program was then reviewed with the District Presidents and the International Board of Directors meeting in an informal combined conference, following which the plan was presented to the International House of Delegates which by a vote of 28 to 8 approved the report and the by-law changes the plan entailed, subject to ratification by a majority of the Society's 15 District Associations of Chapters.

VII. WHAT IS THE MEMBER ASKED TO DO REGARDING

THE MEMBER BENEFIT PROGRAM?

A. Every member of the Society is asked to consider seriously and objectively all of the facts pertaining to this proposal which has such an important bearing on the future of our Society.

B. Each member is urged to express his views to his chapter officers as to what he thinks of what the plan proposes to accomplish in relation to his concept of what our Society should be.

C. Each member is asked to participate in any vote which may be held in his chapter to instruct the chapter delegate to the District House of Delegates to reflect the chapter feeling as a unit.

D. Every member is encouraged to have faith in the Society and in its leaders—in the Society's place in the American way of life and in their elected leaders' conscientious and sincere desire to do what is best for the Barbershopping movement as a whole.

E. Each member is urged to be patient if the program is adopted and to not expect results too rapidly. Aside from receiving more Harmonizers than now is the case and perhaps seeing some of the benefits resulting from a stepped up program of publicity and public relations activities, district and chapter officers and members should not expect personal contact from field personnel on a widespread basis until the first of January in 1962. It is considered vitally important that the Director of Field Activity and the Director of Musical Activity methodically and meticulously lay the groundwork for a successful program of training personnel to go out and train volunteer personnel (without whose efforts at all organizational levels our Society would be lost), to carry the Society's musical and administrative training concepts down through the district organizations to present and prospective chapter officers and musical directors.

The *Member Benefit Program* is not designed to supplant the labors of love being performed by countless Barbershoppers—many of whose efforts are of astounding proportions and of thrilling effectiveness. This program is designed to develop a staff of permanent personnel to cooperate to the fullest with changing administrations in further developing the tremendous potential of volunteer contribution represented in our Society.

Above all, every member is asked to consider this matter just as seriously as though he were one of the Society's elected representatives charged with the responsibility of helping to decide the course of our Society's—of *his* Society's future!

How New Funds Would Be Used Under Member Benefit Program

**Note — Figures Shown Are Estimated ADDED Expenditures, which will be brought about by the proposed increase in MEMBER SERVICES, in addition to current operating expenses. These amounts are based on a membership of 26,000 after the entire plan has been put in operation (After January 1, 1962)*

DIRECTOR OF FIELD ACTIVITIES

(Salary, Travel Expense, Related Operating Expenses) (approx.) \$18,000.00

FIVE FIELD REPRESENTATIVES

(Salaries, Travel Expenses, Related Operating Expenses)..... (approx.) 85,000.00

DIRECTOR OF MUSICAL ACTIVITIES

(Salary, Travel Expense, Related Operating Expenses) (approx.) 18,000.00

PUBLIC RELATIONS DIRECTOR

(Salary, Travel Expense, Related Operating Expenses) (approx.) 14,000.00

CLERICAL FOR FIELD ACTIVITIES

..... (approx.) 12,000.00

AUTOMOBILE LEASING — 8 CARS

(To Be Used By 5 Field Men, Director of Field Activities,

Director of Musical Activities, Executive Director) (approx.) 8,400.00

CLERICAL FOR HARMONIZER

..... (approx.) 6,000.00

ADDED GENERAL OPERATING STAFF

..... (approx.) 6,000.00

CONVENTION MANAGER

(Salary, Travel Expense, Related Operating Expenses) (approx.) 13,000.00

TOTAL \$180,400.00

ADDITIONAL OPERATING EXPENSES —

HARMONIZER PRODUCTION (12 issues) (approx.) \$30,000.00

PUBLIC RELATIONS ACTIVITIES (approx.) 25,000.00

TOTAL \$55,000.00

LEADERS COMMENT ON BENEFIT PROGRAM

JEERY BEELER

Past International President, 1950-51
Sebring, Florida

I have been asked to express my opinion on the dues increase proposal now being studied preparatory to action to be taken next January.

Our Society must grow up to full size by being so financed as to permit us to offer membership services to a greater extent than we have. We have proved, I believe, that it cannot be done on a voluntary contribution bases—witness the failure of the Expansion Fund Program. If anyone had of told me in Pittsburgh in January of 1957, when the Expansion Fund Program was conceived and perhaps too hastily rossed into the hopper, that there would be difficulty in extracting two dollars per year per member for five years, I would have said that they just didn't know our membership. But, look at the record!



Beeler

failed, on his own, to take advantage of what has been available to him.

If it is worth having it is worth paying for. During my year as International President I traveled from California to Massachusetts and from Canada to Florida, (incidentally at an out of pocket cost to me of more than \$7,200.00 which I have never regretted spending), where I met and fraternized with the world's finest people—barbershoppers and their families. My belief is that any one and all of them believe their membership to be worth \$15.00 per year, especially so if the additional services made possible by sound financing become available.

While this may be a rash and perhaps provocative statement, I am now convinced that the Society would be much better off with 15,000 members paying \$15.00 per year, than it would with 30,000 members paying \$7.50 per year. The 15,000 would all be enthusiastic, working and singing members, as opposed to many of the 30,000 who would be hangers on and drones.

BUT THERE SHOULD BE NO SUCH LOSS IN MEMBERSHIP, nor do I think that there will be, after the Member Benefit Program is fully explained and made effective.

I urge all of my barbershop friends to vigorously support this program.

ED SMITH

Past International President, 1952-53
Sebring, Florida

I concur in the proposal of the Per Capita Dues Study Group. Our dues have always been unrealistically low. They would never allow us to do those things that are necessary in the servicing of a great organization such as ours.

In 1953 I favored a larger increase than we were able to get. At that time it was anticipated that there would be a serious drop in membership. Actually there was a slight increase. Now, I think that it will be shortlived. And when we are in a position to lead from strength and render the service that our membership and the stature of our organization deserves, we will regain any such losses and will be able to forge ahead to new heights to the everlasting glory of this Society we love so well.



Smith

CARROLL ADAMS

Past International President, 1941-42
Past Executive Secretary, SPEBSQSA
Bennington, Vermont

Now is the time for all good S.P.E.B.S.Q.S.A. members to come to the aid of their Society. We have stood still for ten years in the matter of membership, and during that time our International Headquarters office has greatly increased its services to members, Chapters and Districts. We are on the threshold of a crucial period. Either we must greatly increase our staff, particularly in the matter of trained field men, so that our members can receive even greater benefits, and so that Chapters and Districts can be given much greater aid, or we must continue to stand still and continue the *completely unnecessary* annual turnover in membership.

Let's stop and think just what our Society means to us. Chapters now pay an annual per capita, including Harmonizer subscription, of \$5.50. That, my good Barbershopping Friends, is exactly 10½¢ a week (a package of cigarettes now costs, in most places, 35¢). It has been suggested that, beginning January 1st, Chapters pay annual per capita, including Harmonizer subscription, of \$15, and that, my friends, is less than 30¢ a week—still less than the cost of one package of cigarettes and still less than the cost of one bottle of beer. Isn't our Society worth 30¢ a week to each of us, and isn't it actually worth many times that? What are we quibbling about? The general public will put the same value on it as we ourselves. So the question is: What is our Society worth to each of us? Thinking of it in another way, what are we giving to our Society so that it can be of greater value to thousands of others?



Adams

Recently I received a weekly bulletin from my old Rotary Club in Detroit, calling attention to the fact that the initiation fee in that club is now \$100, the annual dues are \$75, and the weekly luncheon assessment is \$3.25. In other words, a man joining the Detroit Rotary Club puts out \$344 the first year and \$244 each year thereafter, and here we are talking about a Society that can very easily mean more to us than any other service organization in the world and questioning the wisdom of increasing the annual membership per capita from \$5.50 to \$15. All these 22 years we have been taking our Society for granted, reaping the benefits of belonging

ing to it and paying only peanuts for all those benefits.

I would like to see the Society in a financial position to attract the best available men with talents like Floyd Connert, Rudy Hart, George Pranspill, Dick Svanoe, Tom Needham, and several others of their barbershopping ability. Just think what a staff of field men like that could do for us on a Chapter and a District level. My own little Chapter in Bennington, Vermont, is now in disgrace because we have only 18 paid up members and we can't scare up the other needed seven simply because our members and former members have not been given an opportunity to learn what real barbershopping is all about from the lips of trained field men.

When I think of the self-sacrificing, hard working Pioneers in the Society like Joe Wolff, Dick Sturges, Phil Embury, the late Hal Staab, the late Frank Thorne, Mark Roberts, Don Webster, Maurie Reagan, Sig Spaeth, Bill Holcombe, Jean Boardman, Joe Stern, Deac Martin, Jim Knipe, Stirling Wilson, Dean Snyder, Charles Merrill, Cy Perkins, Jerry Beeler, King Cole, Art Merrill, the late George O'Brien, Bill Diekema, Ed Smith, Red Masters, John Hill, Howard Tubbs, and a host of others, I say to myself: "Have these men made such sacrifices as they have, only to see the Society stymied because we are unwilling to vote the necessary funds to increase the working staff of the Society to the point to which it should have been increased ten years ago?" Let's just take a moment to look over the International workings of Rotary, Kiwanis, Exchange, Lions, and the other service organizations, and let's be honest with ourselves and feel just a little bit ashamed.

Chapter President Reports 'Member Benefit Program' To Odessa, Texas Members

By Mel Burkett, President
Odessa, Texas Chapter

Many words have been written and spoken about the Member Benefit Program and it would be difficult to quote everyone in this short space of time. However we would like for you to see the way one chapter president presented the story to his members. The President is Mel Burkett of Odessa, Texas. After attending all sessions of the International Board and House of Delegates at the Dallas Convention, this is how Mel reported the Member Benefit Program to his chapter:

"These items of information are compiled in attempting to supply as many answers as I can to our Chapter members, regarding the various questions and considerations that have been brought up in discussions regarding the proposed new activities and services, and the necessary dues increase required.

The first thing I think I should say is in qualifying the integrity, responsibility, and sincere desire for the best interests of the individual members of our Society, on the part of the leaders of our Society—in whose hands rest the major decisions and responsibilities for putting the various plans into operation. I certainly regret that *all* of our members were not able to be at the recent meetings at the International Convention, because I am confident that all of you would share in my convictions regarding both the need which is evident and the men who are attempting to do something about it.

Fellas, never before in one group have I seen men of such consistently high character and devotion to the best interests of other persons. They are interested in *you* and *me* and the rank and file Joe Barbershopper—because if we become better barbershoppers and prouder of *our* Society, we will do more for the Society, thereby making it a *better* Society.

Here are the qualifications, as I see them, of these leaders:

1. *Experience*: they are best qualified by the many years of experience and service they have had in the Society, and the familiarity they have with the problems of the Society and its members.

2. *Knowledge*: our leaders have been aware for at least ten years, of the need for expanded services to the members and the realization that this would necessitate a major dues increase; (at the International Convention of 1950, it was brought out in meetings that there were numerous needs of regular members which were not being met, and in order to properly supply these various needs more money would need to be provided from some source). Since that time, numerous leaders and committees have studied the problem, and every other practical and possible solution has been tried. The leadership now concludes that the original possibility of supplying the necessary money through increased dues, is still the best and most practical solution. Throughout these past ten years our leaders have studied and considered the various problems, and are most aware of our needs and the possible ways of supplying them.

3. *Devotion*: It was certainly a privilege for me to meet and talk with many of the leaders of our Society, and to see them in action at various meetings where, to the man, they stood for and defended their various convictions as to the best interests of our members, individually and collectively. And they will certainly apply this same devotion to any expanded assignments and responsibilities they may undertake.

4. *Quality*: without exception, these men who are the leaders of our Society, acquired and developed their leadership and administrative abilities through their various business and vocational activities; and are certainly benefitting the Society by *donating* these abilities freely and wholeheartedly to the use of the Society.

5. *Integrity*: Any time an activity is considered which requires money, or in which money is involved, there is always a tendency on the part of others to doubt the "reliability" or "intelligent conservative dispersal" of funds, on the part of those expending the funds. I would like to wager that if all the expenses which District and International leaders pay out of their pockets in a year's time (in order to give of their abilities free of charge to the Society)—were added up, it would total *more* than all the additional funds we will be providing through the dues increase. Fellas, let me ask you one question: *Who else*, anywhere in or out of our Society, would be better qualified or more reliable or more interested in getting the *very* most additional benefits to the membership for each dollar expended??? Let's not so tie up funds with red tape and complications that it would be impossible to properly apply them to our needs!!

The reason for going to some length in describing the qualifications of those who guide our Society, is to help you to realize that we *can* and should place our confidence in their ability to channel the effort and funds to the most pressing needs, and to extract the greatest benefits to the individual members for each dollar spent.

As you must realize, since the proposed program of added services and benefits is a new and expanded program, many of the details as to procedure and application still remain to be worked out. Such details are mostly contingent upon the net amount of additional dollars made available for use by the necessary dues increase; with the most important needs getting first attention by the committees. Therefore, they must be worked out as the various activities are put into operation.

Any given activity may require more—or less—dollars to operate than originally contemplated, depending upon the extent it is required to fulfill the need; and certainly we wouldn't want unnecessary dollars spent on an activity just to comply with a "preconceived budget". Therefore, flexibility *must* be allowed, so the funds can be most wisely expended. What we should and must insist upon is that such funds as they become available, be carefully applied to the various needs through these new services, to obtain the most benefit from the funds—as determined by the best judgment of these fellow-barbershoppers, who are so capable of accepting this responsibility.

THE PROPOSED NEW SERVICES AND ACTIVITIES:

1. A competent staff of "field representatives" (or trouble shooters)—to work with, train and assist weak Chapters—failing Chapters, to become strong and healthy Chapters; through helping them to organize their group correctly, teaching them to attract and/or develop competent leadership for their Chapter, teaching them to better manage an active Barbershop Chapter, and teaching them to better understand and apply the skills of barbershop singing. This will be accomplished through personal visits to Chapters, conducting of periodic clinics on the various subjects in the various Districts, and personal follow-up by the field men to Chapters needing assistance—to see that they get off the "danger list" and maintain a healthy status. Also, these field men will assist Chapters in organizing new Chapters, and helping such new Chapters to become experienced, reliable and healthy Chapters.

2. A larger and more complete system of training, instructional and stimulative material from headquarters, to better enable Chapters to carry out their various activities and functions. This has been promoted and carried out up to now, to the best abilities of the International staff; however, they feel that much more can be provided to inform and train barbershoppers if a little more funds are made available for this purpose.

3. A better and more thorough system for recognizing, and giving proper recognition to, individual barbershoppers for their accomplishments and/or unusual contributions to barbershopping. This will require development as to ways and means, as it is put in effect; and will be directed particularly toward Chapter-level accomplishments.

4. Publishing of the Harmonizer on a monthly basis, to better inform and to keep the individual members up to date on events, accomplishments and reports within the Society. It was at one time hoped, that this might be accomplished with funds procured through the old "expansion fund" plan. However, the fund failed to reach expectations and the necessary money never became available.

5. A thorough and continuing research into the problems of individual members, and into the conditions and other factors which cause too great a percentage to resign. Also, determining ways in which this can be remedied, and "barbershopping" can be made more enjoyable and rewarding to all members; so they will have greater desires to continue their barbershopping efforts.

6. To put Operation 192 into effect as it becomes feasible. Basically, the purpose of Operation 192 is to better publicize the Society to the general public through TV, radio, and special "Barbershop Concerts"—thereby informing and increasing the awareness of possible prospective members, about the Society and the pleasures and satisfactions which may be had through being a Barbershopper.

Also, such top-notch publicity and high quality performances of Barbershop singing aired or televised locally and/or nationally, will give individual Barbershoppers added esteem for and pride in *their* Society; and will greatly raise the esteem and respect for barbershop singing on the part of other musicians, music educators, and the interested public.

Fellas, these are the proposed activities as I recall them being discussed in the various meetings at the recent International Convention. It is quite possible that I may have missed a point or two or overstated some; however I believe this is a fairly complete summary of the proposed activities, and some various other aspects of the issue.

Certainly our Society—our District—our Chapter—our own Chapter members—are in extreme need of these added services and facilities; and if *my* little 75c a month extra will make them possible—I'm for it!!

How about you? ? ? ?"

How A District President Views New Benefit Plan

By Sam Stahl, President
SUNSHINE DISTRICT

*Following copy prepared for "The Sunliner,"
Sunshine District Publication (Used By Permission)

CONCERNING THE DUES INCREASE. An important piece of business at the meeting of the International House of Delegates at the Dallas Convention was the proposed increase in per capita dues from \$5.50 to \$15.00 a year. After considerable discussion by the International Board Members and District Presidents a motion "to accept the proposed dues increase subject to ratification by the Districts" was carried. (The Sunshine District President voted "aye") The phrase "subject to ratification by the Districts" means that—in line with democratic precepts—each Chapter in Sunshine will have its voice in the matter at our House of Delegates meeting in Jacksonville November 11, 12 and 13.

The foregoing is factual reporting. The following is editorial in nature.

There are two possible reactions to the dues increase. First, "Why, that's a 300% increase right off the bat, and I'm against it." Second, "If a dues increase can improve Barbershopping, I'm for it." I firmly hold and strongly recommend the second attitude. Why? Because of the following considerations:

"WHAT WILL WE GET FOR OUR MONEY?" A long-overdue program to up-grade Barbershopping—to increase its benefits and eliminate some of its faults—a program that will include: (1) Five field representatives to carry on the wonderful work started by Floyd Connett. (Floyd has resigned; but not before proving to Barbershoppers all over the country the tremendous impetus—inspirational and educational—that a qualified field man can give to Barbershopping.) (2) A Director of Musical Activities to set up programs of Barbershop Craft Training, Chorus Director Development, Quartet Coach Training, Instruction on Song Arranging, etc. (3) A Public Relations Director to help sell our Society to the public. (4) A Convention Manager to help the Districts improve their two yearly conventions. (5) Training of Chapter and District Officers so that more Chapters can operate the way some now do—to the greater enjoyment of the members and greater success and prestige of the Chapter. (6) Twelve "Harmonizers" a year instead of six. There is no space here to go into the details of the program and no need to, for a special issue of the "Harmonizer" will present the detailed program to all members at an early date.

What we've been getting for our \$5.50 is almost miraculous: original songs and arrangements from some of the country's top creative talent, a Contest and Judging program that has made the musical standard of our quartets and choruses so high that it has commanded the respect of professional musicians and musical educators, various manuals and bulletins on every aspect of Barbershopping from singing to Chapter administration, an interesting and informative magazine—and these are only the high spots. Our yearly dues are lower and our benefits greater, than in any other fraternal organization I know of. Barbershopping has been the great bargain in an age when real bargains are few. It is only reasonable to believe that with additional money from dues we will get more of the same sort of benefits plus additional and much needed services. I believe at \$15.00 Barbershopping will become an even bigger bargain.

"I'M SATISFIED WITH THE SOCIETY THE WAY IT IS." If you are, you're looking at Barbershopping unrealistically. Perhaps you belong to one of the relatively few very good Chapters, and are having a ball every meeting night. There are many more Chapters below that level. And because of that we are losing members as fast as we are getting new ones. For the eleven years that our dues have been \$5.50 we have been on a plateau. That is because our dues figure has been on bare minimum needs instead of a figure that would enable the Society to grow and realize the great potential that lies ahead of it.

It is estimated that more than 150,000 men have held SPEBSQSA membership cards. We've lost most of them. In these eleven years our membership has hovered between 22,000 and 26,000 members.

We have chartered more than 1600 Chapters—and lost most of them. We now have 650.

If you get around to District and International Conventions you know how great Barbershopping *can* be. We don't lose the men who get around—even if their local Chapter is at a pretty low level—because they can visualize what Barbershopping might become everywhere with the proper program to up-grade it. The thousands we lose are lost because they have not been beyond their local Chapter, and that Chapter has never shown them how great Barbershopping can be. If you are a "satisfied" member of one of our good Chapters the new \$15.00 program may not do as much for you, relatively, as it will for some other Barbershoppers. But wouldn't it be great to be able to go to any Chapter, anywhere, and still feel proud to be a Barbershopper?

"A 300 PER CENT INCREASE?" When you say it that way it sounds big. But the entire dues of \$15.00 a year amounts to only 29 cents a week—less than one can of beer, one pack of cigarettes, one gallon of gas. And if you consider just the increase of \$9.50 over our present dues, it amounts to 18 cents a week—18 cents a week that can mean the difference between retrenchment of some of our present services (because of increased costs) or a wonderful new program that can make our Society the greatest singing organization on earth. Unless you are the phenomenal exception you are already throwing away more than 18 cents a week on things that bring you nowhere near the soul-satisfying benefits that good Barbershopping can.

"WHY NOT A GRADUAL INCREASE?" Why not add just two or three dollars this year, and next, and next, until we reach the \$15.00? Because the different parts of the program are inter-acting and depend on having a budget that will enable them to be put into effect at once. A dribble now and another later would nullify the entire plan.

"WILL WE LOSE MEMBERS?" Yes, I think there will be an immediate loss of members—perhaps quite a few. But they will be members to whom Barbershopping means so little that it is not worth an extra 18 cents a week to improve it. And I think that the loss of such members will in itself be one of the benefits to be derived from the new program. I predict that within a year we will replace that loss by the addition of many more new and better members—attracted by Barbershopping on a higher plane.

"IS AN ACT OF FAITH JUSTIFIED?" In one sense you will be buying a "pig in a poke." You will be paying for this new program in full before you can see or feel what it will do for you. I personally think such an act of faith is well justified. The Society has never let me down in the past.

In some quarters I have sensed an attitude of suspicion or mistrust of our International Officers—as if a feud existed between International and the Districts or Chapters—as if the different levels of Barbershopping were working at cross purposes. This attitude, I feel, is preposterous. I have come to know personally many of our International Officers and Board Members. The calibre of these men—in character, personality, talent, and ability—is one of the things that makes me proud and happy to be a Barbershopper. Too often, I think, we equate the "brass" in Barbershopping with the "brass" in the business, industrial, and military worlds. If a profit motive were involved there might be cause for suspicion. But these International Officers serve our Society entirely gratis. In fact, the higher their office the more money it *costs* them to devote time and effort to Barbershopping. Under such circumstances there can be but one motive: love of the Society.

If the time ever comes when I have cause to feel that I cannot trust these men with \$15.00 of my money (or, for that matter, many times that amount) . . . when I cannot rely on them to spend my \$15.00 in my interest . . . then I'll turn in my membership card. But meanwhile I, for one, would be willing to hand over my \$15.00 as an act of pure faith—just on the statement by our International Officers that the Society needs more money. This faith is certainly justified by what we have received in the past for our pittance of \$5.50 a year.

But it is not necessary to act on faith to that extent. Hours and hours of study have gone into this requirement for increased dues and the program that can be accomplished with it; and the facts will be presented to every member before the Delegates are called upon to vote in November.

Fellow Barbershoppers, you have ample time between now and November 11 to come to a decision and instruct your Delegate how to vote in Jacksonville. Please give this subject your most serious consideration. I think of the Sunshine District as an association of great Barbershoppers, and I can report from my contacts at International meetings that our District is so appraised in other parts of the country. A great District should act with courage and optimism in approving progressive and constructive measures. If Sunshine fails to ratify the dues increase at Jacksonville, I will be able to transmit the vote only shamefacedly and with apologies.

Here Are Some Direct Benefits of The Member Benefit Program

FOR THE MEMBER

1. Appropriate recognition for all work accomplished in chapter activities, both musical and administrative.
2. More interesting, varied and well planned programs at regular chapter meetings.
3. An opportunity for personal contact with the finest available musicians and administrators in the Society today (field representatives).
4. Personal Quartet coaching by qualified instructors trained at schools each year.
5. More "free" music for your personal library of Barbershop Harmony selections.
6. A fine and larger selection of "for sale" music to add to your personal library.
7. Twelve (12) issues of the HARMONIZER each year, instead of six, to keep you better informed about activities throughout the Society.
8. Instruction in the art of "woodshedding" . . . a very much neglected area of Society activity at the present time.
9. Musical and administrative schools for those desiring self improvement in these areas.
10. More personal prestige in your community through better publicity and more effective public relations.
11. Better chorus direction at your regular rehearsals.
12. Better chapter leadership in all areas of activity to make every bit of energy expended as productive as possible.
13. Added pride in membership in SPEBSQSA through more businesslike methods of operation, better musical presentations and more extensive publicity.
14. A more financially sound chapter which will allow you more time for singing instead of working.
15. Judge Candidate training on a larger scale for those wishing to enter the Society's Judging Program.
16. In summary, you'll be getting more fun, fellowship and the Barbershop Chord.

FOR THE CHAPTER

1. Personal assistance in membership turnover problems, extension work and other related trouble areas.
2. Qualified instruction for staging financially successful shows (Parades) each year.
3. Personal contact for your members by Field Representatives trained to teach both music and administration.
4. More music and educational material for distribution to your members throughout the year.
5. Improved guidance in programming weekly meetings. This is one area of activity which will receive special attention.
6. Increased recognition of chapter accomplishments in all areas of Barbershopping activity.
7. Instructional manuals and personal guidance in proper methods of show (Parade) production and staging.
8. An increased music library for each chapter through distribution of more and better Barbershop Harmony arrangements.
9. Qualified instruction for all administrative officers. This is of particular importance since most chapter officers serve only one year in any given chapter office.
10. Official schools for your chorus director and other interested members eager to learn more about the techniques of learning and teaching Barbershop Harmony.
11. Increased prestige in your community through a stepped up program of nationwide and local publicity.
12. Qualified Quartet Coaching to encourage formation of quartets and to improve the presentations of groups already singing together.

13. Members of an "Operation 192" unit would be available to help your chapter in musical matters primarily. There's even the possibility of one or more of your chapter members being selected to be a part of this special Barbershopping unit (See story on pages 2 and 3 of this issue).
14. Audio-Visual materials for use in educating your members in the art of singing Barbershop Harmony. These would become available as quickly as sufficient funds become available.
15. A better dues billing and payment method will be instituted to make the work of your chapter secretary less demanding and will eliminate a good deal of confusion in the minds of many members.

FOR THE DISTRICT

1. Personal assistance from Field Representatives, Director of Musical Activity and Public Relations Director to find solutions for membership turnover problems and extension activities.
2. More music and educational material for District distribution to its members (probably through its Area Counselor system and direct mailings).
3. An Annual District President's Forum to be staged at Harmony Hall in Kenosha each December. This will prepare incoming District Presidents to carry out their years work more effectively while carrying a greater wealth of Barbershopping knowledge to their members each year.
4. Personal guidance, for those Districts desiring it, in staging more financially successful conventions each year. The Society's Convention Manager would work hand in hand with District planners to see that the maximum benefit is derived from each dollar spent and each hour worked.
5. Assistance in setting up and maintaining an effective Area Counselor program. Since this is often a "step-child" in our annual programming, and perhaps one of the most important, most Districts would benefit from such help.
6. All District Officers will receive thorough indoctrination prior to taking office each year. As it now stands, most officers spend six months getting their feet on the ground, three months of good, effective work and three months preparing to leave office.
7. The Society's Director of Musical Activities will assist Districts in staging successful Chorus Directors Schools and, just as important, working to see that they are well publicized and well attended.
8. Regular personal liaison with the International organization through their assigned Field Representative. No longer will weeks, sometimes even months, be consumed in solving a given problem requiring International attention.
9. More recognition in the HARMONIZER for District accomplishment. A six issue per year schedule has not made it practical to do this in the past. This will give each District an opportunity to "display its wares" before the entire Society.
10. Audio-Visual training materials for use at District Conventions, seminars and administrative conference sessions. The type of materials prepared will be determined by the expressed needs of our Districts.
11. Personnel and manuals to aid each District in setting up Quartet Coaching Clinics for members capable of and desirous of promoting quartet activity and contest participation in their District.
12. Increased efforts to promote more thorough training of judge candidates to strengthen each District's Contest and Judging Program.
13. Assistance in increasing revenue from annual District Conventions by proper planning and increased participation by members.
14. Once Operation 192 units are organized and trained, they will be available to assist Districts in promotion and extension work, plus making personal contacts with chapters to assist them in musical training.

* Please note that these benefits will not all come at one time or immediately. It may take several years to put the entire plan into full operation.

ADAM KUNZ
4142 N TROY ST
CHICAGO 18 ILL.

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*"We shall by our
stimulus to good music
and vocal harmony
endeavor to spread
the Spirit of Harmony
throughout the world."*

—CANON No. 9
Code of Ethics

THE
HARMONIZER

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