

- My Background
 - Band Director
 - Music Industry Business Owner
 - Band and Choir Parent
- As the instructional leader of your classroom and/ or program – you are the CEO of your band. Deliberate, develop, implement, and communicate your mission statement, vision statement, budget, discipline policy, staff structure, teaching objectives, and day-to-day policies for your band staff, students, parents, administration, and community.
 - A **mission statement** is a brief description of a program's fundamental purpose. It answers the question, "Why do we exist?" The mission statement articulates the program's purpose both for those in the organization and for the public.
 - A **vision statement** is sometimes called a picture of your company in the future. Your vision statement is your inspiration, the framework for all your strategic planning. Whether for all or part of an organization, the vision statement answers the question, "Where do we want to go?"
 - Create and manage your budget – your program is the business!
 - Create an easy to understand discipline strategy and make sure your entire staff is knowledgeable about your expectations.
 - Create and support a staff tree explaining who on your staff answers to whom. Include your expectations regarding the division of all the duties. Include your outside contracted staff.
 - Provide detailed teaching objectives for your entire staff. Include the teaching philosophy you want. A healthy teaching staff is constantly reevaluating the philosophy and having discussions about what methods will be utilized.
- Always Plan
 - Carefully create your band calendar for the entire school year
 - Always have your four year capital needs plan updated and ready to use. Be sure to communicate your needs to your administrators on a regular basis in case funds become available and be redirected into your program.
 - Carefully select vendors you use to support the goals you have for your program. I have included a sample fact sheet my company provides for travel planning – but you should decide what criteria is important to you about how you administrate spending from your budget and fundraising efforts.
 - Although quality is always critical, never underestimate the power of your enrollment. Be realistic about your enrollment and keep accurate data to avoid nit having the answers.
 - Create and publicize a four to six year travel plan. Be sure to select destinations that support your recruitment efforts and the needs of your community.

- Be Prepared
 - Student leaders can be an enormous asset or distraction. Have an established selection process that encourages students to participate and carefully craft an initial training program to prepare them for success. Continue reinforcing your goals throughout the year.
 - Your parents want to be involved – make sure you provide good leadership spelling out your expectations. No matter what – you are in charge!
 - Handbooks can be a very helpful tool to organize your thoughts and communicate your expectations. Consider board approval of the handbook to improve support from your administration.
 - To really get your administration behind you and your program – be sure you know and understand existing protocols in your district. Although online district grade books, facility request forms, and transportation requests may seem similar from district to district – how they are utilized can be very different. Not following district policies and protocol will create an obstacle for you and your program and will definitely create unnecessary and avoidable friction between you and your administrators.
- Communicate Redundantly
 - The #1 problem with busy CEO's (and band directors) is an inadequate communication habit with various levels of their organization. You should communicate an annual schedule with as much detail as possible at the end of the preceding school year, when you begin the new academic year, and keep a current copy posted in your band hall. On a regular basis (each Friday), send an email reiterating the upcoming two week schedule.
 - Utilize an organization website and make sure it is always current!
 - Establish and use a phone call or text tree for unavoidable last minute communication needs. Do not use this method too much or you will train your students and parents to stop utilizing the annual and weekly calendar.
- Invite attendees to meet you in the hallway with additional questions after your clinic is finished in order to allow the next clinician to set up on time.

Upon arrival, check in with Chuck Kuentz at the Exhibitor/Clinician booth in the TBA Registration Area. He will issue your TBA credentials and answer any questions you may have. Your clinician badge will give you access to all TBA events. Be at room at 5:00 PM and a TBA Board Member will greet and introduce the clinic.

5:15 PM in CC Room: 213