



**National Association
for Music Education**

National Executive Board

Codified Policies

January 2024



Table of Contents

I. Governance	
A. National Executive Board (NEB)	
1. Professional Statements & Positions	Pages 1-2
2. Minutes	Page 3
3. Reimbursement to Employer – National President/Board Chair	Page 4-5
4. NEB Members Providing Professional Services	Pages 6-7
5. Executive Committee of the National Executive Board	Pages 8-9
6. Audit Committee of the National Executive Board	Pages 10-11
7. Federated Associations outside of US Jurisdictions	Pages 12-13
8. Internal Communications	Pages 14-15
9. Ensuring Legal Compliance	Pages 16
B. Divisions	
1. Division Officer Responsibilities	Pages 17-19
2. Division Board Meetings	Pages 20-21
3. Division Executive Board Responsibilities	Page 22
4. Geographic Divisions	Page 23
5. Northwest Division Authorizations	Page 24
6. Western Division Authorizations	Page 25
C. National Assembly	
1. National Assembly Meetings	Pages 26-28
D. Societies	
1. NAFME Societies	Pages 29-30
2. NAFME/SRME Research Grant	Pages 31-32
E. Councils	
1. NAFME Representative and Role-Based Councils	Pages 33-37
2. NAFME Program Advisory Councils	Pages 38-41
F. Task Forces	
1. NAFME Task Forces	Page 42
G. Ad-Hoc Committees	
1. President's Cabinet	Page 43

2. Professional Learning and Partnerships Committee (PLPC)	Pages 44-46
3. Music Teacher Profession Advisory Committee	Pages 47-50
H. Standing Committees	
1. NAFME Standing Committees	Page 51
2. Editorial/Advisory Committees	Page 52
3. NAFME Music Educators Hall of Fame Board	Pages 53-55
4. Equity Committee	Pages 56-59
I. Meetings	
1. Meetings – Transitional Operations	Pages 60-61
2. NEB Meetings – Number and Nature	Pages 62-63
3. Meetings – Membership and Registration Requirements	Page 64
4. Music Research & Teacher Education National Conference	Page 65
5. NAFME Annual In-Service Conference	Pages 66-67
6. Division Conferences: Guidelines	Pages 68-70
7. State-Hosted Division Conferences	Pages 71-72
8. NAFME Management of Division Conferences	Page 73
9. General Conference Guidelines	Pages 74-75
10. NAFME Major Conferences	Pages 76-77
11. Securing Sponsorships & Other Financial Incentives	Page 78
12. Past National President Fee Waivers	Page 79
13. Registration Fee Adjustments	Pages 80
14. Compensation for Major Clinicians	Pages 81-82
15. SMTE Biennial Symposium on Music Teacher Education	Page 83
J. Elections	
1. Nominations, Presidents-Elect – National and Division	Pages 84-91
2. Elections and Voting Initiatives	Page 92-95
K. Governance Conduct and Protocols	
1. Governance Code of Conduct	Pages 96-101
2. Representation on non-NAFME boards	Pages 102-103
3. Stationery Policy	Pages 104-105
4. Governance and Volunteer Travel	Pages 106-108
5. Conflict of Interest for Societies, Councils, and all other Governance subsets	Pages 109-111
II. Staff	
A. Executive Director/CEO	
1. Evaluation	Pages 112-114
2. Authorizations	Page 115

3.	Maintenance of Policy Book	Page 116
B.	Annual Leave	Page 117
C.	Equal Opportunity Employer	Pages 118-119
D.	Staff Retirement, Rule of 80	Page 120
III.	Fiscal	
A.	Budget	Pages 121-122
B.	Finances	Pages 123-124
C.	Investment Policy	Pages 125-127
	Appendix A: Investment Policy Statement	Pages 128-136
D.	NAfME Designated Research Fund	Pages 137-138
E.	Advocacy and Efficiency Technology Development Fund	Pages 139-140
IV.	Relationships	
A.	All National Honor Ensembles	Pages 141-143
B.	Symposia and Other Event Co-Sponsorship	Pages 144-145
C.	Project Based Relationships with Outside Organizations	Pages 146-148
D.	International Society for Music Education (ISME)	Page 149
E.	Copyright	Page 150
F.	Lowell Mason Fellows	Pages 151-152
V.	Communications	
A.	Branding, Logo, Service Marks	Pages 153-154
B.	Marketing	Page 155
C.	Advertising	Page 156-157
D.	Communication to Leadership and Members	Pages 158-159
E.	Journals	
	1. NAfME Juried Journals	Pages 160-170
	2. NAfME Non-Juried Periodicals	Page 171
F.	Written Information Security Policy	Pages 172-177
G.	Social Media Authorizations and Practices for Internal Components	Pages 178-179
VI.	Membership	
A.	Membership Year & Processing	Pages 180-182

Title: Professional Statements and Positions

Rationale or Purpose

As a professional society, it is appropriate to make public statements and positions on critical issues affecting the profession and music education.

Policy Statement

As dictated by need, the NEB shall adopt policy statements, each of which shall be a high level single declaration of the Association's position in an area of particular interest to music education and the profession.

Position Statement Committee

A Position Statement Committee consisting of the NAFME President-Elect (Chair), the Immediate Past President, and NAFME staff member(s) familiar with policy issues (to be named by the Executive Director).

Procedures for New Position Statements

The National Executive Board, or the National President/Board Chair acting on behalf of the Board, suggests a topic on which a statement or position should be prepared. This action can be taken at the behest of a member or members.

1. The Position Statement Committee (and staff serving the Committee):
 - a. Will research the topic and prepare a draft statement or position.
 - b. Will review draft statements as they are crafted and presented.
 - c. Shall ask the chair of the Council or Society most closely connected with the subject of the draft statement (as determined by the Committee) to aid in writing and/or reviewing the draft statement prior to member review.
 - d. May ask other members of the President's Cabinet, or other topic experts to assist in writing or reviewing the statement.
 - e. Shall ask the chair of the Society for Research in Music Education to help in preparing a bibliography to be attached to the statement.

Procedures for Annual Review of Existing Statements

1. The Position Statement Committee:
 - a. Will, on an ongoing basis, but no less than once a year, review existing statements to determine if any require revision or updating, asking staff to prepare revisions to any statements so identified.
 - b. May ask member of the President's cabinet, or other topic experts, to aid in writing and/or reviewing the draft statement prior to member review, where appropriate.

Review by Membership and Approval by NEB

1. The draft (or revised) position or statement shall be published for comment in advance of final adoption by the NEB.
 - a. Comments from members and others will be considered prior to final adoption
 - b. As is appropriate to the position or statement, comments will be solicited from other Societies, Councils, or other interested organizations or individuals.

2. Staff, working with input from the Position Statement Committee, will revise the draft and present it to the National Executive Board for approval, rejection, or further work.
3. The final position or statement will be disseminated through appropriate media.

Scope

A significant issue on which the board decides to make a public statement

Definitions

The President's Cabinet is as defined in the Association policies.

The Position Statement Committee is defined in this policy.

"NEB" in this policy refers to the National Executive Board.

References

As of September 2012, the Association has adopted statements or positions on the following topics:

- Advocacy and the Music Educator (March 2004)
- After-School Music Education Programs (October 2005)
- Alternative Certification (June 2003)
- Assessment in Music Education (October 2009)
- Early Childhood Education (July 1991)
- Fund-raising (June 2003)
- Health in Music Education (February 2007)
- Homeschooled Students' Participation in Public School Music Education (February 2007)
- Inclusivity in Music Education (June 2003)
- The Music Code of Ethics (originally published 1947, updated 1998)
- The Non-Educator Performer in the Music Classroom (October 2005)
- Public School and Community Music Group Relationships (November 2003)
- Sacred Music In Schools (1996)
- Specialized Music Instruction (Pullout) February 2007)
- Teacher Evaluation (October 2011)
- The Value and Quality of Arts Education (January 1999)

Approved By:	NEB, March 14, 2017
Date of Last Revision:	January 2017
History:	July 19-21, 2002, January 4, 2013, September 20, 2016

Title: NEB Meetings, Minutes of National Executive Board Meetings

Rationale or Purpose

Minutes are the official record of an Association and have legal standing. Maintaining the minute record is essential to a well-functioning Association.

Policy Statement

Draft minutes of National Executive Board meetings shall be prepared and distributed by the Office of the Executive Director/CEO not later than thirty days (30) following the conclusion of the meeting.

Scope / Procedures

- 1) Draft minutes will be submitted to the National President/Board Chair not later than 30 days following the conclusion of the NEB meeting.
- 2) The minutes shall include all actions of the NEB, a list of those in attendance, and appropriate detail to show that the directors were engaged in the topic, made appropriate inquiries, and exercised business judgment. Such details will support why the NEB as a group took an action or reached a decision. Minutes will reflect deferred decisions.
- 3) Discussions on particular topics should reflect materials that were reviewed in having the discussions and referred to as included in the Board Book or sent prior to the meeting.
- 4) Minutes are not made of executive sessions. If a vote is taken in executive session, minutes report the vote in open session.
- 5) First Draft minutes will be sent to the NEB for edits including additions or corrections and returned to headquarters within 15 days of receipt.
- 6) Final Draft minutes shall be sent to the NEB within 60 days of the meeting for approval.
- 7) Once NEB Minutes have been approved they will be electronically posted for leadership.
- 8) The action to approve minutes taken outside a board meeting will be part of the next meeting's consent agenda.
- 9) Minutes will be kept indefinitely with other significant corporate records.
- 10) Drafts, notes or recordings of the meeting shall be destroyed once the minutes have been approved by the NEB.
- 11) Robert's Rules of Order Newly Revised, 10th, 2000 edition serves as the process document for the Association's minutes.

Definitions

Minutes describe the events of the meeting and provide sufficient detail to meet legal requirements; they are not a verbatim recount of the meeting. It is important for minutes to be terse and only include a summary of discussion and decisions.

"NEB" in this policy refers to the National Executive Board.

References

Approved By:	NEB, January 4, 2013
Date of Last Revision:	July 1999
History:	June 17-19, 1971; August 19-20, 1971; July 8-10, 1999.

Title: National President/Board Chair's Leave of Absence from Employer

Rationale or Purpose

To enable the top elected officer to represent the organization at professional meetings and fulfill their duties and responsibilities under the Association's governing documents by minimizing the financial impact on the employer or the officer.

Policy Statement

During their term in office as NAFME National President/Board Chair, NAFME will reimburse the National President/Board Chair's educational institution or other appropriate employer up to a maximum of one-half of the officer's salary and as may be necessary related costs for the purpose of representing NAFME in the officer's capacity as the National President/Board Chair. In the event that the educational institution or other employer will not agree to release time compensated by NAFME, but will allow the National President/Board Chair to use accrued leave or leave without pay to discharge the duties of NAFME office, NAFME can provide an honorarium to the National President/Board Chair for the use of accrued leave or salary reductions due to the use of leave without pay.

Procedures:

1. Payments to the employer
 - a. NAFME will budget the expected cost for the elected National President/Board Chair.
 - b. Funds for the National President/Board Chair will be paid on a mutually agreeable schedule between NAFME and the National President/Board Chair's employer.
 - c. The educational institution or other employer will put in writing a proposed procedure and schedule.
 - d. Upon agreement by both parties, the Office of the Executive Director/CEO will cause to have implemented the necessary payments.
 - e. The employer will be issued an IRS Form 1099 at the conclusion of each tax year.
2. Honorarium to the individual
 - a. NAFME will budget the expected cost for the elected National President/Board Chair.
 - b. Funds for the National President/Board Chair honorarium will be paid on the basis of the budgeted cost based on the expected number of hours of service and the officer's current rate of pay.
 - c. NAFME will make installment payments on the honorarium no more frequently than quarterly. The National President/Board Chair may request that the honorarium be paid in advance but any such timing shall be in NAFME sole discretion.
 - d. The honorarium will be paid to an LLC or other entity on behalf of the National President/Board Chair and reported on an IRS Form 1099.
 - e. If the National President/Board Chair refuses to accept any honorarium installment, any unpaid funds will not be considered to be a charitable deduction to NAFME by the NAFME President/Board Chair.
 - f. No honorarium will be paid to a National President/Board Chair who becomes unemployed or retires during their term of office.

Scope

This applies to the Office of National President/Board Chair.

Definitions

Budget costs are salary and related direct and indirect employment cost to secure released time. Documentation will be sufficient to meet Generally Accepted Accounting Principles (GAAP).

References

Approved By:	NEB, January 4, 2013
Date of Last Revision:	June 1, 2020 NEB meeting
History:	<p>March 14-18, 1962, and August 20-22, 1963</p> <p>November 2019: Revised to include reimbursement policy regarding an individual whose educational institution or other appropriate employer will not agree to release time compensated by NAFME.</p> <p>June 2020: Revised to include details regarding payment options for National President/Board Chair.</p>

Title: National Executive Board Members Who Provide a Professional Service

Rationale or Purpose

To provide NEB members with specific guidance as to the appropriateness of participating in and receiving any form of compensation, financial or otherwise, for professional services that may be seen as resulting from their elected position.

Policy Statement

Each NEB member has been elected for their vision, honesty and work ethic. All engagements with outside organizations or organizational members of the NAFME family, undertaken by NEB members, where the engagements could be seen as linked to their positions on the board, should be undertaken in the context of their fiduciary responsibility to NAFME.

Procedures:

1. Representing NAFME: NEB members who provide professional services to adult professional in-service meetings or organized association meetings shall not receive an honorarium. Keynote addresses, clinics/workshops, association board meetings, planning meetings and work sessions are opportunities for NEB members to advocate for music education, improve music instruction, provide scheduling/logistical assistance and further the audacious goal of NAFME. The contracting organization should provide travel, meals and accommodations for the NEB members.
2. Representing Sponsors: NEB members who attend professional development in-service meetings, organized association meetings, or other gatherings concerned with music education for the purpose of promoting a product, professional service, or soliciting for a for-profit venture for themselves or others shall be sponsored by themselves or a company. The contracting organization shall not provide travel, meals, accommodations or other monetary considerations if, at any time, the NEB member is involved in the above-mentioned activities. Participation by the NEB member shall be billed as a sponsored presenter and not as a NAFME official. Reference to NAFME office(s) held may be included in the biography.
3. Guest Conducting and Adjudicating: NEB Members who work with students and/or musicians in an honors ensemble or festival situation may receive an honorarium for their professional services to students. The conditions surrounding the receiving of an honorarium must constitute an event in which the NEB member is not representing NAFME, but is a music professional providing service to participating musicians. The schedule of an adjudicated festival, honors groups or performance event does not put the NEB member in a situation to further the goals of NAFME because the member is working with musicians and/or students.
4. Integrity of the National Executive Board Member: It is the responsibility of each NEB member to assess each particular event in relationship to items #1, #2, and #3 of this statement. An event that may be questionable should be discussed with the NAFME President, who may later enlist the insight of other NEB members and/or NAFME Executive Director/CEO. All events to which NEB members are invited should be communicated to the NAFME President via a designated NAFME staff member.

Scope

All seated NEB members authorized to vote.

Definitions

“NEB” in this policy refers to the National Executive Board.

References

Approved By:	NEB, January 4, 2013
Date of Last Revision:	July 2005
History:	Adopted by the National Executive Board, July 2005

I.A.005

Title: Executive Committee of the National Executive Board

Rationale or Purpose

As the business of the association requires consistent, nimble decision-making, an executive committee is constituted to ensure consistent governance.

Policy Statement

The Executive Committee of the National Executive Board, as mandated by the NAFME Bylaws, shall make recommendations concerning the affairs of the Association as it shall from time to time deem appropriate to the National Executive Board.

Procedures

1. Executive Committee of the National Executive Board.
 - a. Composition. The Executive Committee shall consist of the National President/Board Chair, National President/Board Chair-Elect, National Immediate Past President, and one Division President appointed by the President.
 - b. Chair. The National President/Board Chair shall serve as chairperson, except that in the final year of the National President/Board Chair's term, the National President/Board Chair-Elect shall serve as chair in any meetings or portions of meetings dealing with the preparation of the budget for the coming year.
 - c. Responsibilities. It shall be the responsibility of the Committee to:
 - i. serve as the Finance Committee
 1. Consistent with the policies of the association, recommend a budget to the National Executive Board (Ref policy III.A.001)
 2. Provide oversight to the financial management of the Association.
 - a. Review and evaluate, with the Office of the Executive Director/CEO, the investment advisers and their performance for the Association
 - b. The Executive Committee may terminate the investment adviser(s).
 - ii. Serve as the Executive Committee, making such other recommendations concerning the affairs of the Association as it shall from time to time deem appropriate.
 - iii. Evaluate the Executive Director/CEO (Ref. policy II.A.001)
2. The Executive Committee shall meet in person or virtually at the behest of the National President/Board Chair, as necessary to meet their functions under this policy and under the governing documents of the Association.

Scope

All activities of the NEB Executive Committee.

Definitions

Executive Committee: A subcommittee of the NEB, which has well defined executive powers spelled out in the bylaws, and which meets as necessary to manage the affairs and further the purposes of the Association. The Executive Committee may be authorized to make some decisions on behalf of the entire National Executive Board.

“NEB” in this policy refers to the National Executive Board.

References

NAfME Constitution and Bylaws

Approved By:	Ratification of Bylaw Revision 2016
Date of Last Revision:	
History:	This policy became effective with the membership approval of bylaw changes proposed to the membership during the 2016 National election cycle.

Title: Audit Committee of the National Executive Board

Rationale or Purpose

Best practice for any association is to have an audit committee to review the annual association audit.

Policy Statement

The Audit Committee of the National Executive Board, as mandated by the NAFME Bylaws, shall review the annual audit and recommend its approval or modification to the National Executive Board. This recommendation shall include judgment as to the competency of the audit firm.

Procedures

1. Audit Committee of the National Executive Board.
 - a. Composition.
 - i. Two board members who are not compensated for their service (e.g., NEB members not including the National President/Board Chair) and do not have a financial interest with any entity doing business with the organization, and who have the requisite skills and experience to carry out the audit review.
 1. Orientation or training shall be offered to the committee to help them make full use of their skills and experience.
 - ii. One individual, not from the NEB, who has adequate financial literacy to understand, analyze, and reasonably assess the financial statements of the organization and the competency of the auditing firm.
 - b. Chair. One of the members of the Audit Committee shall be chosen to serve as chair from among the members of the Committee.
 - c. Responsibilities. It shall be the responsibility of the Committee to:
 1. Review the work of the auditor and report to the National Executive board on the fitness of the audit firm.
 2. Review the audit and federal tax forms before the same are accepted and filed by the National Executive Board.
 3. Meet annually with the auditor to review the annual audit and recommend its approval or modification to the full board. This meeting may be virtual.
 - d. Appointment: Upon nomination by the Executive Committee, members of the audit committee will be approved by the National Executive Board.

Scope

All activities of the NEB Audit Committee.

Definitions

“NEB” in this policy refers to the National Executive Board.

“Individual” shall mean any person, member or not, who has the necessary fiscal literacy to serve on the Committee.

References

NAfME Constitution and Bylaws

Approved By:	Ratification of Bylaw Revision 2016
Date of Last Revision:	Amended by NEB May 2016
History:	This policy became effective with the membership approval of bylaw changes proposed to the membership during the 2016 National election cycle.

Title: Federated Associations outside of US Jurisdiction (International Affiliates)

Rationale or Purpose

With the growing interdependence of the world, including the world of education, it is a reasonable extension of the work of NAFME to serve educators and education in nations outside of the jurisdiction of the United States.

Policy Statement

The National Executive Board, as authorized under Bylaw VI, Section 1, B, may recognize Federated State Associations in jurisdictions outside of areas under the control of the United States of America.

1. The Office of the Executive Director/CEO, in consultation with the National President/Board Chair, may enter into contracts with foreign entities to make such recognition fiscally and operationally sound.
2. The President of such an (International) Federated State Association shall be a full member of the National Assembly as defined in Bylaw IX of the Association Bylaws.
3. For the purposes of representation on the National Executive Board, the (International) Federated State Association shall be assigned to one NAFME Division.

Procedures

1. When an international entity desires affiliation with NAFME, that entity will make application for such affiliation to the Office of the Executive Director/CEO. The Office of the Executive Director/CEO will present to the board:
 - a. An analysis as to whether the entity involved (which could be a government agency, NGO, University of official standing, or other organization) can reasonably be expected to be an effective representative of the nation in question.
 - b. An analysis as to the products, services, and communications by which the affiliate relationship should be nurtured in order to serve the mission, goals, and strategic plan of NAFME.
 - c. An analysis of the fiscal implications of affiliation.
 - d. A description of the legal implications (regarding the laws of the US and of the laws of the other nation involved).
 - e. The National Executive Board will vote on whether to allow the affiliation, and determine what division will be assigned to include the new affiliate.
 - f. A determination that the bylaws or other appropriate foundation documents of the International Affiliate are, so far as is possible within the legal requirements of the jurisdiction, compatible with all provisions of the NAFME bylaws, notably:
 - i. Bylaw I, Section 1, C, Services; except that the periodical subscriptions may be delivered electronically or in translation where deemed appropriate by the Office of the Executive Director/CEO.
 - ii. Bylaw I, Section 1, D, Unified membership.
 - iii. Bylaw I, Section 7, International membership shall not be determined to apply to these members as there is a Federated State Association available in their country.
 - iv. Bylaw II, dues and fees: where the affiliating entity is paying a block of money for a block of members, and where the exact number in that block may be an estimate, some flexibility in membership rates may be negotiated by the Office of the Executive Director/CEO.

2. The international affiliate will receive all communications sent to all affiliates.
 - a. President of the international affiliate will be invited to take part in the National Assembly. Where funds are budgeted to support attendance of the members of the National Assembly, such funds will include support for the President of an International Affiliate in a manner that is reasonably equitable with that of his or her peers.

Scope

All areas outside of US Jurisdiction that wish to have affiliation with NAFME.

Definitions

Jurisdiction of the United States: The various states and territories of the United States, the District of Colombia, and the Department of Defense Dependents school system.

International Federated State Association. A Federated State Association outside the jurisdiction of the United States.

References

NAfME Constitution and Bylaws

Approved By:	Ratification of Bylaw Revision 2016
Date of Last Revision:	
History:	This policy became effective with the membership approval of bylaw changes proposed to the membership during the 2016 National election cycle.

Title: Internal Communications

Rationale or Purpose

Success in achieving the NAFME Mission and Goals requires coordinated action involving the National leadership and staff, working seamlessly with the state Music Educators' Association leadership and staff. To ensure this coordinated action, lines of communication must be established consistent with the functions of each individual or group of individuals involved in these essential efforts.

Policy Statement

Communications between and among the NAFME family of associations will follow patterns designed to inform and engage the parties key to the success of shared initiatives. "Parties key to success" will be defined in Procedures below according to best practices in association management.

Procedures.

1. General Communications

- a. The primary vehicle for communications to and among state MEAs will be the Amplify social network system (or any future system used to replace that utility).
- b. All relevant individuals will be encouraged to set their communications protocols, as recommended by NAFME staff, to provide appropriate notification of NAFME communications over Amplify.

2. Direct Communications

- a. Communications between parties key to success may be made via Amplify, telephone, email, web meeting service, personal conversation, or any other means accepted by those involved. Where conclusions are reached, as a matter of good business practice, a brief written summary of those conclusions will be circulated among the parties on the communication.

3. Logistical/Procedural Communications

- a. Communications that have to do with the logistical functions of the NAFME family of associations (e.g., membership rolls and dues accounting, computer processing issues, technical questions regarding policy, law, and operations) will be routed among the NAFME office of the Executive Director to the Executive(s) of state MEAs.
- b. Where there are any possible strategic or policy implications of these communications, the state and national President/Board Chair and other appropriate elected official(s) will be copied on the communication or, in the case of direct communications, given a written summary of the communication. The NAFME office of the Executive Director will be responsible for communicating any pertinent developments to appropriate national elected leaders.

4. Policy Communications

- a. Communications that have to do with strategic or policy issues will be directed to the state and national President/Board Chair and other appropriate official(s). The NAFME office of the Executive Director will be responsible for communicating any pertinent developments to appropriate national elected leaders.
- b. Where there are any possible logistical implications of the communication, the state and national Executives will be copied on the communication or, in the case of direct communications, given a

written summary of the communication. The NAFME office of the Executive Director will be responsible for communicating any pertinent developments to appropriate national elected leaders.

Scope

This policy covers communications among and between the state federated associations and the national association.

Definitions

1. Family of Associations refers to NAFME and all Federated State Affiliates (MEAs)
2. Parties key to success refers to NAFME National Leadership and staff, and state MEA leadership and staff involved in a particular issue under discussion.

Approved By:	NEB September 25, 2019
Date of Last Revision:	
History:	This policy created to provide guidelines for internal communications.

I.A.009

Title: Ensuring Legal Compliance

Rationale or Purpose

The organization's compliance with national, state, and local laws, rules, and regulations should be treated with the highest priority.

Policy Statement

It is the policy of the Association to retain legal representation in order to ensure compliance with national, state, and local laws, rules, and regulations. Unless deemed fiscally impractical by the National Executive Board (in which case legal counsel should still be sought whenever necessary), NAFME shall maintain such legal representation either on staff or through contracted legal services.

Procedures

1. Hiring and retaining counsel:
 - a. Upon recommendation of the Executive Committee, the NEB shall approve the hiring of legal counsel on behalf of the association.
 - b. The organization shall consider different legal representation at least every five years.
2. Utilizing legal services: Legal representation of the Association is ultimately accountable to the NEB, but the Executive Director and staff, as appropriate, may utilize the services of NAFME's legal representation in efforts to ensure compliance with national, state, and local laws, rules, and regulations, and to ensure the smooth functioning of NAFME.

Scope

Review of legal counsel's hiring shall be made with the knowledge that current counsel was retained on December 13, 2005.

Definitions

"Legal counsel" in this policy refers to an attorney, attorneys, or law firm(s) representing the Association.

"NEB" in this policy refers to the National Executive Board.

References

Approved By:	NEB February 25, 2021
Date of Last Revision:	
History:	This policy became effective on February 25, 2021.

Title: Division Officer Responsibilities

Rationale or Purpose

A delineation of the responsibilities of the individuals elected as division officers.

Policy Statement

It is the policy of the association that individuals elected and serving in the role of division officer shall be responsible for the following:

1. Division Presidents

- a. Attendance at NEB meetings. It is the responsibility of the individual:
 - i. to attend and fully participate in all in-person and virtual meetings of the National Executive Board.
 - ii. to attend and participate on any committee or task force as appointed by the National President/Board Chair
 - iii. to attend and participate in the National Assembly
- b. It is the responsibility of the individual to preside at and attend Division meetings and otherwise provide leadership to the division on behalf of the Association.
- c. Liaison responsibilities
 - i. Each Division President is the official liaison and spokesperson of the NEB to one or more NAFME Societies or Councils. The responsibility of the liaison shall include:
 1. Communicating NEB action and pertinent discussion to the chair of the Society or Council, including timeline for budget requests, if appropriate.
 2. Receiving communications from the chair of the Society or Council regarding concerns, ideas, plans, and activities of that group.
 3. Communicating to the NEB information about the Society or Council, including requests, concerns, and activities.
 4. Being a full member of the governing body of the Society or Council, and as such participating in discussions and votes of the governing body of the Society or Council.
- d. Nominations and Appointments
 - i. The Division President makes nominations and appointments in accordance with the policies of the NEB. These include:
 1. Standing committees and such other entities requested by the National President/Board Chair
 2. *Ad hoc* committees
 3. Division representation to the National Nominating Committee
 4. Task Forces as requested by the National President/Board Chair
 5. Societies and Councils
 - ii. The Division President makes appointments to task forces and committees at the division level. The committee is responsible to the Division Executive Board.
- e. Communications
 - i. It is the role of the Division President to appropriately communicate the policies of NAFME to the Division and the Division Board and to represent the division to the NEB. In exercising this responsibility, Division officers shall exercise the usual and customary fiduciary responsibilities of a member of a board.

- ii. Discuss and promote NAFME's strategic plan priorities and national agenda to State Presidents and the membership in the Division from which he or she is elected.
- f. Conferences and other events
 - i. In the event of a division In-service Conference or other similar event such as a Division symposium, the Division President, in consultation with the Division Executive Board, shall provide for the preparation of any such program.
 - ii. The Division President will organize other division activities as appropriate.
- g. State visits
 - i. The Division President will represent NAFME and the other states within the Division at each state conference, once during their two-year term. During such visits, the division president is expected to:
 - 1. Primary responsibilities:
 - a. Update membership on status of division activities and agendas
 - b. Update membership on NAFME agenda, programs, activities, and projects
 - c. Answer questions from the membership regarding NAFME.
 - 2. Additional responsibilities:
 - a. Present in areas of professional expertise and/or NAFME programs and projects.
 - b. Serve in other capacities as requested by the state leadership.
 - 3. Reimbursement:
 - a. The Division president will be reimbursed for expenses to attend the state conference of his or her home state only when it is a joint division/state conference.
 - b. Reimbursement for travel will be supplied by NAFME for only one conference visit per state per biennium while the Division President serves in that capacity. Other visits are to be supported by the state association.
- h. General duties
 - i. The division officer shall perform all such duties normally pertaining to the office.
- 2. Division Presidents-Elect
 - a. Shall assume the duties of Division President in case of disability or absence of the Division President
 - b. Shall serve as an advisor to the Division President
 - c. Will assist in the collection of official records or materials, serving as the recording secretary of the Division Executive Board and
 - i. Provide copies of the recorded minutes to all Division Board members.
 - ii. Send one copy of all division board meeting minutes to the Office of the Executive Director/CEO
 - d. Will perform such other duties as may be assigned by the Division President or Division Executive Board.
 - e. Will be invited to attend National Executive Board meetings as designated by the National President/Board Chair of the Association, as an observer.
- 3. Division Immediate Past President
 - a. Shall serve as an advisor to the Division President
 - b. Will perform such other duties as may be assigned by the Division President or the Division Executive Board.
 - c. May, as defined in the NAFME Bylaws, serve as a member of the National Executive Board.
 - d. Virtually attend all virtual NEB meetings as an observer.

Scope

Division officers authorized by the Bylaws of NAFME.

Definitions

Observer: An elected Division officer who may attend or participate in NEB meetings as designated by the President of the Association. Such participation shall be consistent with the board's rules and they shall not have the right to vote or make motions.

Division conference or symposium: A Division event open to all members and sanctioned by the NEB.
“NEB” in this policy refers to the National Executive Board.

References

Robert’s Rules of Order
Constitution and Bylaws

Approved By:	NEB, January 4, 2013
Date of Last Revision:	September 11, 2018
History:	Observer status redefinition is a result of action taken at the March 27-28, 2012, NEB meeting. Originally approved in April 1996. Revisions in April 2002, April 1999, April 1998, April 1997, 4-23-82 payment to home state conference. April 23, 1982, restricted payment to attend home state meeting. Division Presidents Elect protocols revised September 2018.

Title: Division Board Meetings

Rationale or Purpose

To provide guidance to Division Officers to ensure effective operation of the Division.

Policy Statement

It is the policy of the Association that NAFME staff or contractors be available to aid the Division President in the negotiation of contracts for venues at which Division meetings are held. The Office of the Executive Director/CEO is authorized to provide for the signing of appropriately negotiated meeting contracts.

Procedures

1. Site selection
 - a. Whenever possible, division meetings shall be conducted concurrently with National Conference, National Assembly or NAFME-Managed Division Conferences and other approved events.
 - b. Meetings not in concert with national governance events
 - i. The budget shall provide for at least one annual meeting of the Division Executive Board
 - ii. The annual allocation of funds from that budget to the Division shall be handled in the following manner:
 1. A minimum of \$1500 shall be made available for ancillary and organizational costs for each Division meeting, provided however that the NAFME Finance Committee may determine a sum other than \$1500 as would be appropriate to the overall budget plan of the Association.
 2. The remainder of the funds allocated for Division meetings shall be proportioned as a per-attendee allocation. The division president is authorized to aggregate the individual attendee allocations, so as not to exceed the budgeted amount for his or her division.
 - iii. Site and Date selection
 1. Once a year, within the first four months of the fiscal year, the Division President will recommend to the office of the Executive a site and date for their Division Board Meeting.
 2. Final site and date selection will be made by the Office of the Executive Director/CEO in consultation with the NAFME Division President and NAFME National President/Board Chair. This decision will be based on the following criteria:
 - a. The budget for the meeting
 - b. Transportation, particularly airport accessibility
 - c. Existing hotel contracts held by NAFME
 - iv. Contracting and Venue Management
 1. The Office of the Executive Director/CEO will be responsible for the signing of contracts and for the venue
 2. The Office of the Executive Director/CEO will be responsible for the signing of other contracts, including
 - a. Food and beverage service
 - b. Audio-visual services
2. Meeting Agenda
 - a. The meeting agenda shall include national agenda items designated by the National President/Board Chair or the National Executive Board.

- b. The division presidents shall agree upon a set of common agenda items in consultation with the National President/Board Chair and Executive Director/CEO.
 - c. The meeting agenda shall be designed to
 - i. plan division activities
 - ii. provide time for leadership training and work on NAFME goals
- 3. National Representation
 - a. The Division President will invite the National President/Board Chair.
 - b. The Executive Director/CEO will also be invited.
- 4. Reimbursement process
 - a. The division president will collect reimbursement forms, with attached receipts, from those eligible to receive funding during, or shortly after the fall division board meeting.
 - b. The division president will verify that the forms follow NAFME policies (as stated on the forms) and that the total disbursements for the meeting do not exceed the budgeted amount.
 - c. The division president will send an authorizing memorandum to the NAFME office with instructions on how much funding is due to each individual. Attached to this memorandum will be
 - i. the funding request forms
 - ii. receipts
 - d. The Office of the Executive Director/CEO will process the indicated payments as soon as possible.
 - e. All reimbursements shall be consistent with the travel reimbursement policies and procedures of the Association.
 - f. Any additional costs must be approved by the Executive Director/CEO in consultation with the National President/Board Chair.

Scope

Division Board Meetings

Definitions

Attendee: State presidents, presidents elect, immediate past presidents, and the three division officers

References

Approved By:	NEB, January 4, 2013
Date of Last Revision:	March 24-26, 2010
History:	November 5-7, 1999; March 13-16, 1997

Title: Division Executive Board Responsibilities

Rationale or Purpose

Divisions are a defined governance entity of NAFME and as such have the same fiduciary responsibilities as the NAFME National Executive Board in pursuing the association's mission.

Policy Statement

It is the policy of NAFME that division boards shall act in a way to discharge their fiduciary responsibility to the association. The NEB seeks through the division president the input, recommendations, and concerns of federated state affiliates so as to insure that the national program is designed in support of the integrating the state affiliates in efforts to achieve our mission and goals.

Procedures

1. Structure. Consistent with the constitution and bylaws, the Division Executive Board is composed of three Division Officers (President, Immediate Past President, and President-Elect) plus the presidents of each federated state within the division.
2. Duties of the Division Executive Board and its members. Consistent with the governing documents, rules, policies and procedures of NAFME the division executive board has jurisdiction over and responsibilities for the functions of the division as a geographical and organizational arm of the association.
 - a. Provide advice to the Division President
 - b. Communicating state concerns to Division Executive Board.
 - c. Communicating concerns/national agenda to state members.
 - d. Assisting Division President in organizing and managing approved division events.
 - e. Reporting state MEA activities as requested by the NEB.
 - f. Making recommendations through the division president to the NEB

Scope

Definitions

"NEB" in this policy refers to the National Executive Board.

References

Approved By:	NEB, January 4, 2013
Date of Last Revision:	NEB, April 1997
History:	Originally approved in April 1996. Revisions in April 2002, April 1999, April 1998, April 1997.

Title: **Geographic Divisions**

Rationale or Purpose

In order to effectuate the governance of the Association, the National Executive Board defines geographic representation of the various state federated affiliates.

Policy Statement

It shall be the policy of the Association to create six geographic regions, known as divisions, for the purpose of effectuating the business of the Association and insuring member input into the operation of the Association.

Procedures

1. The divisions of the Association shall be as follows:
 - a. Eastern Division
 - i. CT, DC, DE, EU, MA, MD, ME, NH, NJ, NY, PA, RI, VT
 - b. North Central
 - i. IA, IL, IN, MI, MN, ND, NE, OH, SD, WI
 - c. Northwest
 - i. AK, ID, MT, OR, WA, WY
 - d. Southern
 - i. AL, FL, GA, KY, LA, MS, NC, SC, TN, VA, WV
 - e. Southwestern
 - i. AR, CO, KS, MO, NM, OK, TX
 - f. Western
 - i. AZ, CA, HI, NV, UT

Scope

Division structure of the Association

Definitions

References

See NAFME Bylaws, Section 3. National Executive Board; B. Responsibilities, a. “. . . have general jurisdiction over and the responsibility for functions of the Association, including the division of the Association in to geographical Divisions.”

Approved By:	NEB, January 4, 2013
Date of Last Revision:	October 28-30, 2002
History:	European Music Educators Association was “assigned” to the Eastern Division for “communication purposes only” in 1992. In 2002, the NEB approved them as a “formal voting member” of the Eastern Division.

Title: Northwest Division Authorizations

Rationale or Purpose

In fulfilling the board's fiduciary responsibilities is appropriate to authorize certain division executive boards' latitude in promoting the mission and vision of NAFME in the specific division

Policy Statement

It is the policy of NAFME to authorize the Northwest division executive board to establish rules, practices, and procedures associated with the Northwest conference and associated honors ensembles and the awarding of the distinguished service award. All actions of the Northwest division executive board associated with this policy shall be in compliance with local and national statute and regulation, as well as with the National Executive Board's policies and practices, and any contracts that exist between NAFME and a Federated State Association within the Northwest Division.

Procedures

1. Rules, practices, and procedures shall be submitted by the President of the Northwest Division to the NEB in advance of formal implementation at the Division level.
2. Such rules, practices, and procedures shall be in writing and reviewed annually by both the Northwest executive board and the National Executive Board. The approved rules, practices, and procedures shall be filed with the Office of the Executive Director/CEO and attached as appendices to this policy.

Scope

This policy covers only the Northwest Executive Board, establishing practices for the division honors ensembles and the divisions distinguished service award, or other similar matters.

Definitions

"Northwest Division" means the Federated State Associations assigned to the Northwest Division.

References

Approved By:	October 22-23, 2015
Date of Last Revision:	
History:	

Title: Western Division Authorizations

Rationale or Purpose

In fulfilling the board's fiduciary responsibilities it is appropriate to authorize certain division executive boards' latitude in promoting the mission and vision of NAFME in the specific division.

Policy Statement

It is the policy of NAFME to authorize the Western Division executive board to establish rules, practices, and procedures associated with a Western Division Leadership Symposium. All actions of the Western Division executive board associated with this policy shall be in compliance with local and national statute and regulation, as well as with the National Executive Board's policies and practices, and any contracts that exist between NAFME and a Federated State Association within the Western Division.

Procedures

1. Rules, practices, and procedures shall be submitted by the President of the Western Division to the NEB in advance of formal implementation at the Division level.
2. Each such Symposium shall be designed to be self-sufficient.
3. Such rules, practices, and procedures shall be in writing and reviewed annually by both the Western executive board and the National Executive Board. The approved rules, practices, and procedures shall be filed with the Office of the Executive Director/CEO and attached as appendices to this policy.

Scope

This policy covers only the Western Executive Board, establishing practices for a Leadership Symposium.

Definitions

"Western Division" means the Federated State Associations assigned to the Western Division.

References

Approved By:	January 19, 2016
Date of Last Revision:	
History:	

Title: National Assembly Meetings

Rationale or Purpose

To advise the National Executive Board, to serve as a leadership conference, and to serve as a clearinghouse for the exchange of information concerning state, Division, and national policies, organizational functions, and activities.

Policy Statement

It is the responsibility of the National Assembly to make recommendations to the National Executive Board regarding management, policies, and actions of the Association. It is the responsibility of the state presidents as a component of the National Assembly to approve by a majority vote any dues increase in excess of the level allowed to the NEB as provided in the Bylaws.

Procedures

1. Composition of the National Assembly
 - a. Delegates: The Presidents of the federated state associations, the Chairs of Councils and Societies, and the elected National and Division officers.
 - b. Alternates: Duly seated alternates shall have all the rights and privileges of the individual they are replacing.
 - i. Presidents of Federated State Organizations shall have the privilege of designating as their alternate, in the event of their inability to attend, the next highest available elected officer of their organization.
 - ii. Chairs of Societies or Councils shall have the privilege of designating as their alternate:
 1. If available, the chair- elect of the Society or Council
 2. If there is no such officer, or if the chair-elect is unable to attend, any other member of the council may be asked to serve as alternate by the chair of the council, with the approval of the National President/Board Chair.
 - c. Auditors:
 - i. Invitations to audit meetings of the National Assembly shall be extended to all elected officers of federated state associations.
 - ii. Invitations to audit meetings of the national assembly may be extended to state Executive Director/CEOs, editors, and other employees of the state federated associations.
 - d. Guests
 - i. The National President/Board Chair may invite any individuals whose presence may further the goals of the association.
 - ii. Any members in good standing of the Association may attend, but may not participate, in meetings of the National Assembly. A fee may be assessed for such attendance.
 - e. Staff: Representatives of the Office of the Executive Director/CEO shall be present.
2. Funding
 - a. The annual budget of the association shall provide for a level of funding appropriate to the budget, for:
 - i. State MEA presidents in attendance shall be reimbursed round trip transportation at the lowest prevailing rate, parking, and meals not provided at the Assembly.
 - ii. State MEA Presidents-elect shall be reimbursed two nights of lodging within the Association's room block.

- iii. State Executive Directors shall be reimbursed two nights of lodging within the Association's room block.
 - iv. Society and council chairs shall be reimbursed round trip transportation at the lowest prevailing rate, parking, meals not provided at the Assembly, and housing for the duration of the Assembly.
 - v. Division officers shall be reimbursed round trip transportation at the lowest prevailing rate, parking, meals not provided at the Assembly, and housing for the duration of the Assembly.
 - vi. Members of the NEB shall be reimbursed round trip transportation at the lowest prevailing rate, parking, meals not provided at the Assembly, and housing for the duration of the Assembly.
 - vii. Auditors and guests may be invited to take part in meals and other amenities provided.
3. Meetings of the National Assembly shall be held at times stipulated by the National Executive Board.
 - a. The National Immediate Past President shall act as ceremonial chair and presiding officer for the roll call of the assembly.
 - b. The National President/Board Chair, who begins chair duties one week prior to the date of the national assembly, shall chair the meeting and shall be responsible for setting the agenda.
 - c. Meetings may be held electronically.
 4. Twenty-five percent of the eligible delegates to the National Assembly, as defined above in Section 1.a, shall constitute a quorum for the conducting of business.
 5. In cases where an advisory vote is taken by the Assembly, each delegate shall receive one vote. Votes on dues are not the responsibility of the National Assembly, but rather are cast by State MEA Presidents only, as required by the NAFME bylaws.

Scope

Meetings of the National Assembly

Definitions

National Assembly means the NAFME body that serves to advise the National Executive Board, and as a leadership conference, a clearinghouse for the exchange of information concerning state, Division, and national policies, organizational functions, and activities.

Auditor means an individual allowed to observe, but not take part in deliberations of the National Assembly. Auditors may be allowed to speak in and contribute to breakout sessions during the Assembly, at the discretion of the moderator or leader of those sessions.

"NEB" in this policy refers to the National Executive Board.

References

NAFME Constitution and Bylaws

Approved By:	NEB, January 4, 2013
Date of Last Revision:	March 29, 2019 NEB Meeting
History:	June 2003: Originally the National Assembly met for a 24 hour period at the National In-Service Conference held in even number years. The "Interim Meeting of the National Assembly" was held in the odd number years over a two-half day period with some funds being designated for state delegates. In 2008 and 2009 with new meeting patterns, the NEB voted to move the "even-year" National Assembly meeting to the "Summer June Event in Washington, DC instead of holding it in conjunction with the spring Music Educators National Conference (January 2009).

	<p>In June 2003, the Bylaws were revised to dissolve the Music Industry Conference and thus removed the MIC President as an official delegate to the National Assembly.</p> <p>March 2019: NEB adopted revisions to delegate funding as presented</p>
--	---

Title: NAFME Societies

Rationale or Purpose

NAfME is an association that serves a broad array of subspecialties in the field of music education. As members of the National Executive Board are chosen on the basis of geographic representation, serving a broader spectrum of member needs requires a broader array of designated groups that have the appropriate professional expertise and commitment. Societies specifically serve those groups with such specialized expertise that the society itself is best qualified to identify appropriate nominees for its own governing board.

Policy Statement

1. Purpose and Goals: NAFME Societies will provide expert, committed, representative leadership for all key areas of music education.
 - a. Each Society will perform work consistent with the NAFME Constitution and Bylaws.
 - b. Each Society will comply with standards adopted by NAFME for branding of Society and Society activities, publications, and communications as those of NAFME.
 - c. Each Society will comply with requirements for reasonable fiscal control and oversight by NAFME, where monies are handled.
 - d. Each Society will be governed by bylaws approved by the National Executive Board and are directed toward goals set by the Society's governing boards, with the concurrence of the National Executive Board.
 - e. Each Society will adopt a clear statement of the Society's mission. This mission statement will be consistent with the overall mission of NAFME, and will be crafted in a way to minimize confusion with the missions of other NAFME Societies.
 - f. Each Society will present an updated set of goals to the NEB near the beginning of each biennium, which will be accepted or amended by the NEB through discussions between the governing board of the Society and the liaison appointed by the NEB.
 - g. Each Society shall be responsible to:
 - i. collect information and take action in ways that further the established strategic directions of the association,
 - ii. report about that information and those actions to NAFME
 - iii. to enhance the reputation and visibility of the association through all of its actions and communications.
2. Formation and Dissolution: Societies may be activated or inactivated by the National Executive Board.
3. Makeup and governance:
 - a. All Societies will comply with NAFME requirements for membership
 - b. Governance: Each Society will select its own chair, subject to review and approval by the National President/Board Chair
 - c. The NEB member appointed as liaison to the Society shall be a full member of the governing body of the Society.
4. Reporting: Each Society will submit an annual written report on progress toward the Society's goals. This report will be submitted in time for dissemination to the National Assembly.

Procedures

1. Selection of Society governing boards:
 - a. The current chair appoints members to serve on the nominating committee, which identifies and recommends two new candidates for each open position.
 - b. Nominees are vetted by the chair before presentation to the National President/Board Chair and NEB for review and approval.

- c. The nomination and selection process should be designed to result in representation from each of the NAFME geographic Divisions.
2. Terms of service:
 - a. Terms of service will be set forth in the rules set down by each society, with approval of the National Executive Board.
3. Communication:
 - a. Each Society will be provided with cost-effective means of communication among members of the group and to interested members in the field at large. Those means of communication may include formal journals, where the National Executive Board has explicitly approved the establishment of and support for such journals.
 - b. Reports:
 - i. Reports will be submitted through the NEB Liaison, using a template supplied for this purpose. The Chair or Chair-designee will be given ample notice of the need to create the report and the deadline for that report, which will be presented to the NEB by the Liaison.
 - ii. When, in the opinion of the National President/Board Chair, the report contains information that is likely to be of primary interest to the governance of NAFME, the National President/Board Chair may request that the chair of the group answer questions about the report during a meeting of the NEB or the National Assembly.
 - iii. The reports of all Societies and Councils will be shared with the overall leadership of NAFME, and the NEB will work through the Liaisons, NAFME web sites, and other means as appropriate to have two-way communication with the Societies and Councils regarding the reports and ongoing work.
4. Awards:
 - a. NAFME sponsors a biennial Senior Researcher Award to recognize significant, long-term scholarship in music education. SRME recommends the recipient of the award, and coordinates the details of this award which is presented biennially at the National In-Service Conference. The National Executive Board has approval rights over the recipient.
 - b. On or before November 15th nominations for the award shall be sent to the chair of SRME and shall include the following:
 - i. Name, address, and affiliation of the nominee;
 - ii. Formal letter of nomination that specifically addresses the qualifications of the nominee;
 - iii. Any additional documentation that may be of help to selection committee; and
 - iv. All nominations must be submitted electronically in Word (.doc) or Portable Document (.pdf) format and shall include the Curriculum Vitae with the nominee's last name as an attachment.
 - c. SRME shall recommend a recipient to the NEB.
 - d. The NEB shall consider the SRME recommendation for final approval at its next regular schedule meeting or by electronic ballot if necessary to meet time lines.

Scope

NAfME Societies, as defined in the NAFME bylaws.

Definitions

"NEB" in this policy refers to the National Executive Board.

References

Approved By:	NEB, January 4, 2013
Date of Last Revision:	NEB, January 14, 2014
History:	Defined by NEB action on June 2, 2011. At the time of approval, the following two Societies were active: NAFME Society for Research in Music Education (NSRME) and NAFME Society for Music Teacher Education (NSMTE). April 7, 1986, Senior Researcher Award created.

Title: NAFME-SRME Research Grant

Rationale or Purpose

It is appropriate for a professional society to support research to address questions and problems of widespread interest and importance to the profession, as identified by the National Executive Board in consultation with the NAFME staff and the SRME Executive Committee.

Policy Statement

From time to time and consistent with the Association's strategic plan priorities, the Association may wish to support research that enhances the ability of the association to have an impact on professional development and research needs of music education and music educators. To that end, the Association's budget will contain funds as determined by the NEB for this purpose. Grants connected with this policy are not intended to assist researchers in getting published in JRME or elsewhere, but rather to obtain information for decision makers in a timely fashion.

Procedures

1. The research shall address the Association's strategic plan priorities
2. The research shall have the potential for gathering data of strategic and operation use to the Association.
3. Any funds allocated will be used to defray the costs of the research project or projects chosen by the NEB from proposals evaluated by the SRME.
 - a. The Office of the Executive Director/CEO shall identify a research need of the Association; the chair of SRME shall provide input on whether research on that need is, in practice, within available methodologies. Methodologies may include experimental research, demographic survey and analysis, or other methodologies. This research need will be provided to the NEB for discussion at the meeting (live or virtual) immediately preceding the start date of the grant cycle.
 - b. An RFP shall be circulated.
 - c. SRME shall choose the best response to the RFP and forward it the Office of the Executive Director/CEO for National Executive Board consideration.
 - d. The Office of the Executive Director/CEO shall advance to the finance committee an amount of up to \$20,000 for each biennium associated with this policy. In consideration, the finance committee shall forward this or some other amount, subject to the availability of funds.
 - i. Each grant shall be up to \$10,000. This will be disbursed as follows: An initial disbursement of 80 percent will be made to the grant recipient. The remaining 20 percent will be disbursed upon receipt of the final report.
 - ii. Timeline: In any fiscal year in which funds are budgeted:
 1. The RFP will be circulated, in a manner to include NAFME members known to engage in research by listing research in their member profiles, by September 15.
 2. Proposals will be due by October 15.
 3. Top-ranking proposals will be submitted by SRME to the office of the Executive Director/CEO by November 1; this will be submitted to the NEB at the next available meeting or by electronic means by December 1.

4. A proposal will be selected, and the awardee, an NAFME member, notified by December 15.
5. The research report will be prepared and submitted to the SRME chair, with a copy to the office of the Executive Director/CEO, by November 1 (twenty-three months after selection).
6. A final report of the research may be published by NAFME.

Definitions

The researcher's work is intended to cover a specified area in which research is useful in guiding Association actions in professional development and in-service program oversight, evaluation and promotion in areas of traditional and innovative music pedagogy for all levels of pre- and in-service teachers PreK-16, and not intended to cover training in traditional organizational development, capacity building, political, legislative, and public affairs.

"NEB" in this policy refers to the National Executive Board.

"Research," in this context, means work, including especially demographic data collection and analysis, that can guide decision-making on the part of the National Executive Board and others.

References

Approved By:	NEB, January 4, 2013
Date of Last Revision:	September 11, 2018
History:	The NAFME/SRME Research Grant has been in existence since approved by the NEB in 1998. Revised in November 2007. Revised October 2015. Dates under Procedure revised September 2018

Title: NAFME Representative and Role-Based Councils

Rationale or Purpose

NAfME is an association that serves a broad array of subspecialties in the field of music education. As members of the National Executive Board are chosen on the basis of geographic representation, serving a broader spectrum of member needs requires a broader array of designated groups that have the appropriate professional expertise and commitment.

Policy Statement

1. Purpose and Goals: NAFME Councils will provide expert, committed, representative leadership for all key areas of music education.
 - a. Each Council will perform work consistent with the NAFME Constitution and Bylaws.
 - b. Each Council will comply with standards adopted by NAFME for branding of Council and Society activities, publications, and communications as those of NAFME.
 - c. Each Council will comply with requirements for reasonable fiscal control and oversight by NAFME, where monies are handled.
 - d. Each Council will be governed by documents spelling out the mission, responsibilities, and governance, which are to be approved by and may be amended by the NEB.
 - e. Each council will adopt a clear statement of the Council's mission. This mission statement will be consistent with the overall mission of NAFME, and will be crafted in a way to minimize confusion with the missions of other NAFME Councils.
 - f. Each Council will present an updated set of goals to the NEB near the beginning of each biennium, which will be accepted or amended by the NEB through discussions between the governing board of the Council and the liaison appointed by the NEB. These goals will include a charge to the Council by the National President/Board Chair.
 - g. Each Council shall be responsible to:
 - i. collect information and take action in ways that further the established strategic directions of the association,
 - ii. report about that information and those actions to NAFME
 - iii. to enhance the reputation and visibility of the association through all of its actions and communications.
2. Formation and Dissolution: Councils may be activated or inactivated by the National Executive Board.
3. Makeup and governance:
 - a. All Councils will comply with NAFME requirements for membership.
 - b. Representative Councils: Each Representative Council will generally follow the following format for governance, though exceptions to term lengths of Council members may be granted by the NEB on a case-by-case basis:
 - i. Each Council will consist of up to one representative from each NAFME Division and up to three at-large members, in addition to the chair of the Council. In all cases, a Council will consist of no fewer than three members.
 - The chair-elect and immediate past chair may continue service on the Council.
 - ii. All appointments to the Councils will be made by the National Executive Board from individuals who are full-active members in good standing of NAFME.
 - iii. An NEB member will be appointed by the National President/Board Chair as liaison to the Council; this individual will be a full member of the Council.

- iv. At least one member of the Council will be an individual with expertise in teaching music education through technology. It is the responsibility of the Chair to name an individual with this qualification, if no such individual is among the Division appointees.
- c. Role-Based Councils:
 - i. Membership in a Role-based Council consists of all association members who occupy the role specified in documents spelling out the mission, responsibilities, and governance of the Council. These documents will be approved and may be amended by the National Executive Board.
 - ii. Each Role-based Council shall choose from its membership a governing board. This governing board shall consist of a chair and such other officers as the Council deems necessary. The number and job definitions for the officers, as well as the manner of choosing the officers, shall be set with the approval of the National Executive Board.
 - iii. Appointments to the governing board of each Role-based Council will be subject to approval by the NEB.
 - iv. All members of the governing board must be NAFME members in good standing.
 - v. The governing board shall include an NEB member appointed as liaison to the Role-based Council, who will be a full member of the governing board of the Council.
- d. Reporting: Each Council will submit an annual written report on progress toward the council's goals. This report will be submitted in time for dissemination to the National Assembly.

Procedures

1. Selection:

- a. Representative Councils will be selected as follows. All participants in the nomination and approval process will take into account the need for balanced representation and expertise on each Council, considering relevant factors such as current and past teaching assignments (including PreK-12 and higher education), areas of specialization, experience in diverse communities (rural, suburban, and large urban areas), gender, and cultural or ethnic background.
 - i. The National President/Board Chair-Elect -- drawing on input from the existing Council Chair, Immediate Past President, or other individuals, as appropriate -- will recommend a Chair-elect, for NEB approval.
 - a. The new National President/Board Chair-elect will be responsible for making chair-elect appointments between the official announcement of the election results and May 1st.
 - b. Such chair-elect appointments will be recommended to an NEB meeting for their consideration and approval on a timeline that will ensure that such appointments are in place for that year's National Assembly.
 - c. Chairs-elect are not funded for participation at any National Assembly.
 - ii. Division Presidents will attempt to forward two candidates for each vacant division seat on the Council for NEB consideration. Division presidents will be responsible for soliciting nominations from state MEA presidents in their division, and will also consider nominees forwarded by the Council, its chair, and members-at-large (including self-nominations). They will then solicit and review relevant biographical information on potential nominees to identify two preferred candidates, establish the willingness of those candidates to serve, rank the two candidates in order of preference, and submit their names and bios to the NEB, where such candidates are available. Where no candidates are available from a given Division, the Division President will report that fact to the National Executive Board.
 - iii. The Chair of the Council will nominate up to three individuals to fill at-large seats that are, in his or her opinion, needed to cover the breadth of the area of endeavor served by the Council.

Nomination of more than three at-large members may be approved by the National Executive Board if additional members are necessary for the effective functioning of the Council.

1. If no Division-nominated member of the Council has significant expertise in any of the areas of (1) technology in music education; and (2) Diversity, Inclusion, Equity, and Access; one or more of the at-large appointments will be used to ensure that such expertise is available to the Council.
- iv. The National Executive Board will vote to confirm all candidates to seats on the Council.
- b. The governing boards of Role-Based Councils will be selected according to the rules set down by each Council, with the approval of the National Executive Board.

2. Terms of service:

- a. Representative Councils:
 - i. The Chair will serve for two years as Chair-Elect, for two years as Chair, and subsequently for two years as Immediate Past Chair, filling a term concurrent with the term of the National President/Board Chair.
 - ii. The Council members appointed by division will serve for two years each, with terms beginning in the second year of the term of the Division President.
 - iii. Each at-large Council member will serve a term of one year.
 - iv. Any member of the Council (including the Chair) may be asked to serve multiple terms.
 - v. If any member of the Council is unable to fulfill the responsibilities of that role: (1) the Chair will confer privately with that member; (2) the Chair will discuss with the NEB liaison the need to replace that member; (3) the National President/Board Chair, in consultation with the Chair and the liaison, will appoint an individual to fill the remainder of the member's term. This replacement will be subject to confirmation by the NEB at the next meeting of the NEB.
- b. The terms of service on the governing boards of Role-Based Councils will follow the rules set down by each Council, with the approval of the National Executive Board

3. Communication:

- a. Each Council will be provided with cost-effective means of communication among members of the group and to interested members in the field at large. Those means of communication may include formal journals, where the National Executive Board has explicitly approved the establishment of and support for such journals.
- b. Council Meetings:
 - i. It is recommended that the Council Chair and Board Liaison will meet at least every other month to discuss issues of interest to the Council and the Association. Such meetings will be virtual.
- c. Reports:
 - i. Reports will be submitted through the NEB Liaison, using a template supplied for this purpose. The Chair or Chair-designee will be given ample notice of the need to create the report and the deadline for that report, which will be presented to the NEB by the Liaison.
 - ii. When, in the opinion of the National President/Board Chair, the report contains information that is likely to be of primary interest to the governance of NAFME, the National President/Board Chair may request that the chair of the group answer questions about the report during a meeting of the NEB or the National Assembly.
 - iii. The reports of all Societies and Councils will be shared with the overall leadership of NAFME, and the NEB will work through the Liaisons, NAFME web sites, and other means as appropriate to have two-way communication with the Societies and Councils regarding the reports and ongoing work.

4. Awards: When a council determines that there is a need and desire to give an award, the following procedures will be followed:
 - a. Criteria: Each Council choosing to grant an award will establish detailed criteria for selecting recipients of an award, making certain that those criteria are designed to recognize excellence within the area of interest represented by the Council, within a definition of “excellence” that is guided by the NAFME Strategic Plan’s Mission, Vision, and Values, and that falls within a Strategic Direction of the Association. Awards may be given to individuals or to programs. The criteria must be in writing and approved by the National Executive Board. Amendments to these criteria, if any, must be approved by the NEB.
 - b. Naming: Awards will be named as the “NAfME Council for <<COUNCIL>> Award”.
 - c. Frequency and number: Awards shall be given no more than once per year, and to no more than three individuals or programs at a time, per Council.
 - d. Selection:
 - i. Based on criteria established by the Council and approved by the NEB, the Chair asks members of the Council for nominations.
 - ii. The Chair forwards the nomination(s), along with his or her comments, to the NAFME staff and National President. The nomination(s) will be put on the agenda of the next NEB meeting for consideration. Discussion or deliberation must remain confidential by all parties.
 - iii. The National President will inform the Chair of the disposition of the nomination(s).
 - e. Logistics: The award may be presented at any appropriate event, including the National Assembly, a National Conference, a State MEA conference, or other convening, or may be presented privately:
 - i. No funds are available for travel of the presenter or the awardee.
 - ii. On request, NAFME staff will provide a plaque for the award.

Scope

NAfME Councils, as defined in the NAFME bylaws.

Definitions

1. Representative Councils are leadership groups within NAFME that serve members who are engaged or interested in a specific sub-discipline or approach to music education or other subset of the NAFME membership that either currently has, or has the potential for, a significant presence within American music education.
2. Role-Based Councils are leadership groups within NAFME that serve fewer than 52 members who fulfill specific jobs or hold (or have held) specific titles within the association, federated associations, or other groups involved in the development and administration of music education.
3. “NEB” in this policy refers to the National Executive Board.

References

Approved By:	NEB, September 20, 2016 NEB, November 5, 2019
Date of Last Revision:	October 2013*, September 20, 2016 November 2019 NEB meeting, September 27, 2022

History:	<p>Defined by NEB action on June 2, 2011. At the time of approval, the following Councils were active:</p> <ol style="list-style-type: none"> 1. Representative Councils: <ol style="list-style-type: none"> a. NAFME Council for Band Education (NCBE) b. NAFME Council for Choral Education (NCCE) c. NAFME Council for Music Composition (NCMC) d. NAFME Council for General Music Education (NCGME) e. NAFME Council for Guitar Education (NCGE) f. NAFME Council for IN-ovations (NCI) g. NAFME Council for Jazz Education (NCJE) h. NAFME Council for Orchestra Education (NCOE) i. NAFME Council of Music Program Leaders (NCMPL) 2. Role-Based Councils: <ol style="list-style-type: none"> a. NAFME Council of State Editors b. NAFME Council of State Executives d. NAFME Council of Past National President/Board Chairs <p>November 2019-Section added to policy to include Council Awards.</p> <p>September 27, 2022 – Added role of Chair-Elect and Immediate Past Chair as members of the councils.</p>	
-----------------	--	--

* In the October National Executive Board meeting a new Codified Policy was adopted and pulled out the NAFME Collegiate Advisory Council (NCAC) and NAFME Music Honor Society Advisory Council (NHSAC) in order to create Policy # I.E.2 – NAFME Program Advisory Councils

Title: NAFME Program Advisory Councils

Rationale or Purpose

NAfME is an association that serves a broad array of subspecialties in the field of music education. As members of the National Executive Board are chosen on the basis of geographic representation, serving a broader spectrum of member needs requires a broader array of designated groups that have the appropriate professional expertise and commitment. In some cases, notably the NAFME Collegiate Advisory Council and the NAFME Music Honor Society Advisory Council, the community to be served is fundamentally associated with a program of activities and membership in a manner unlike the other councils and societies. A programmatic structure is the best way to promote lifelong engagement with the Association and music education.

Policy Statement

1. Purpose and Goals: NAFME Advisory Councils will provide expert, committed, representative leadership in supporting program efforts for pre-college and collegiate student activities.
 - a. Each Council will perform work consistent with the NAFME Constitution and Bylaws.
 - b. Each Council will comply with standards adopted by NAFME.
 - c. Each Council will provide advice in the operation of student programs, projects, events and campaigns designed to foster a lifelong commitment to music and music education.
 - d. Each Council will be governed by documents spelling out the mission, responsibilities, and governance, which are to be approved by and may be amended by the NEB.
 - e. Each council will provide programmatic advice and counsel in the operation of student programs in their area of representation.
 - f. Each Council will present an updated set of goals to the NEB near the beginning of each biennium, which will be in concert with the approved annual Association budget and will be accepted or amended by the NEB.
 - a. These goals will include a charge presented to the Council by the National President/Board Chair.
 - g. Each Council shall be responsible to:
 - i. collect information and take action in ways that further the student program.
 - ii. report about that information and those actions to NAFME.
 - iii. will enhance the reputation and visibility of the Association through all of its actions and communications.
2. Formation and Dissolution: Councils may be activated or inactivated by the National Executive Board.
3. Makeup and governance:
 - a. Councils will comply with NAFME requirements for membership
 - b. Program Advisory Councils: Each Advisory Council will generally follow the following format for governance, though exceptions to term lengths of Council members may be granted by the NEB on a case-by-case basis:
 - i. Each Council will consist of one representative from each NAFME Division and up to three at-large members, in addition to the chair of the Council.
 - The chair-elect and immediate past chair may continue service on the Council.
 - ii. All appointments to the Councils will be made by the National Executive Board from individuals who are full-active members in good standing of NAFME.
 - iii. An NEB member will be appointed by the National President/Board Chair as liaison to the Council; this individual will be a full member of the Council.
 - iv. At least one member of the Council will be an individual with expertise in teaching

music education through technology. It is the responsibility of the Chair to name an individual with this qualification, if no such individual is among the Division appointees.

- c. Reporting: Each Council will submit an annual written report on progress toward the council's goals. This report will be submitted in time for dissemination to the National Assembly.

Procedures

1. Selection:

- c. Program Advisory Councils will be selected as follows. All participants in the nomination and approval process will take into account the need for balanced representation and expertise on each Council, considering relevant factors such as current and past teaching assignments (including as appropriate PreK-12 and as higher education), areas of specialization, experience in diverse communities (rural, suburban, and large urban areas), gender, and cultural or ethnic background.
 - i. The National President/Board Chair-Elect -- drawing on input from the existing Council Chair, Immediate Past Chair, or other individuals, as appropriate -- will recommend a Chair-elect for NEB approval.
 - a. The new National President/Board Chair-elect will be responsible for making chair-elect appointments between the official announcement of the election results and May 1st.
 - b. Such chair-elect appointments will be recommended to an NEB meeting for their consideration and approval on a timeline that will ensure that such appointments are in place for that year's National Assembly.
 - c. Chairs-elect are not funded for participation at any National Assembly.
 - ii. Division Presidents will attempt to forward two candidates for each vacant division seat on the Council for NEB consideration. Division presidents will be responsible for soliciting nominations from state MEA presidents in their division, and will also consider nominees forwarded by the Council, its chair, and member's at large (including self-nominations). They will then solicit and review relevant biographical information on potential nominees to identify two preferred candidates, establish the willingness of those candidates to serve, rank the two candidates in order of preference, and submit their names and bios to the NEB, where such candidates are available. Where no candidates are available from a given Division, the Division President will report that fact to the National Executive Board.
 - iii. The National President/Board Chair, in consultation with the Chair of the Council and the Executive Director/CEO or his/her designated staff representative, will nominate up to three individuals to fill at-large seats that are needed to cover the breadth of the area of endeavor served by the Council. Nomination of more than three at-large members may be approved by the National Executive Board if additional members are necessary for the effective functioning of the Council.
 - 1. If no Division-nominated member of the Council has significant expertise in any of the areas of (1) technology in music education; and (2) Diversity, Inclusion, Equity, and Access; one or more of the at-large appointments will be used to ensure that such expertise is available to the Council.
 - iv. The Executive Director/CEO will assign a staff program coordinator/liaison who shall serve as a member of the committee.
 - v. The National Executive Board will vote to confirm all candidates to seats on the Council.

1. Terms of service:

- c. The Chair will serve for two years as Chair-Elect, for two years as Chair, and subsequently for two years as Immediate Past Chari, filling a term concurrent with the term of the National President/Board Chair.
 - i. The Council members appointed by division will serve for two years each, beginning in the

second year of the term of the Division President.

- ii. Each at-large Council member will serve a term of one year.
- iii. Any member of the Council (including the Chair) may be asked to serve multiple terms.
- iv. If any member of the Council is unable to fulfill the responsibilities of that role: (1) the Chair will confer privately with that member; (2) the Chair will discuss with the NEB liaison the need to replace that member; (3) the National President/Board Chair, in consultation with the Chair and the liaison, will appoint an individual to fill the remainder of the member's term. This replacement will be subject to confirmation by the NEB at the next meeting of the NEB.

2. Communication:

- a. Each Council will be provided with cost-effective means of communication among members of the group and to interested members in the field at large consistent with the program outlined in the adopted budget.
- b. Council Meetings:
 - i. The Council Chair and Board Liaison will have a responsibility to meet every other month to discuss issues of interest to the Council and the Association. Such meetings will be virtual.
- c. Reports:
 - i. Reports will be submitted through the NEB Liaison, using a template supplied for this purpose. The Chair or Chair-designee will be given ample notice of the need to create the report and the deadline for that report, which will be presented to the NEB by the Liaison.
 - ii. When, in the opinion of the National President/Board Chair, the report contains information that is likely to be of primary interest to the governance of NAFME, the National President/Board Chair may request that the chair of the group answer questions about the report during a meeting of the NEB or the National Assembly.

Scope

This policy covers only Collegiate and Tri-M programs of the Association.

Definitions

- 1. Program Advisory Councils are leadership groups within NAFME that serve in an advisory role to meet the program goals and metrics established in the Association budget.
- 2. Council refers to councils within this policy

References

Approved By:	NEB September 20, 2016
Date of Last Revision:	October 24, 2013 – New Policy, September 20, 2016 September 27, 2022
History:	<p>“Program Advisory Councils” are councils associated with programs of NAFME which have a membership and are directed by staff. Such advisory councils will provide expert, committed, representative leadership supporting program efforts for pre-college and collegiate student activities.</p> <p>Defined by NEB action on October 24, 2013, the following councils were moved from “Representative” Councils to and are now active:</p> <p>Program Advisory Councils:</p> <p>NAFME Collegiate Advisory Council (NCAC)</p>

	<p>NAfME Music Honor Society Advisory Council (NMHSAC)</p> <p>Defined by NEB action on June 2, 2011 and now redefined by the omission of the two above named councils, the following Councils are active as:</p> <p>Representative Councils:</p> <p>NAfME Council for Band Education (NCBE) NAfME Council for Choral Education (NCCE) NAfME Council for Music Composition (NCMC) NAfME Council for General Music Education (NCGME) NAfME Council for Guitar Education (NCGE) NAfME Council for Innovations (NCI) NAfME Council for Jazz Education (NCJE) NAfME Council for Orchestra Education (NCOE) NAfME Council of Music Program Leaders (NCMPL)</p> <p>Role-Based Councils:</p> <p>NAfME Council of State Editors NAfME Council of State Executives NAfME Council of Past National President/Board Chairs</p>
	<p>September 27, 2022 – Added Chair-Elect and Immediate Past Chair as members of the Council.</p>

Title: NAFME Task Forces

Rationale or Purpose

From time to time, issues may face the association which requires exploration and action. A Task Force is a temporary group within NAFME devoted to providing advice or action on such a single, time-limited problem facing the association.

Policy Statement

1. Purpose and Goals: A Task Force is a temporary group within NAFME devoted to providing advice or action on a single, time-limited problem facing the association.
2. Formation and Dissolution:
 - a. A Task Force may be appointed by the National President/Board Chair in consultation with the National Executive Board.
 - b. In appointing a Task Force, the National President/Board Chair will draft or cause to be drafted a short document outlining the goals of the task force, the resources made available, and a deadline for the work of the Task Force. That document will be made available to all members of the National Assembly. Note that this requirement for notification is not extended to temporary committees that work as subsets of the National Executive Board. All members shall be NAFME members in good standing.
3. Makeup: A Task Force may be appointed by the National President/Board Chair in consultation with the National Executive Board, and will generally include membership beyond the NEB. All members shall be NAFME members in good standing.

Procedures

1. Procedures for a Task Force will be defined with the formation of the Task Force.
2. One possible focus for a Task Force is to explore the necessity for a new Society or Council within NAFME. In such a case, the advice sought from the Task Force is a recommendation as to whether a Society or Council is needed to adequately serve the grouping of members to be represented by that potential Society or Council. Should the Task Force decide to recommend the creation of a new Society or Council, it will present a request for formation of the new group and a draft set of bylaws to the National Executive Board, which will take action to accept or deny the request.

Scope

NAFME Task Forces, as defined in the NAFME bylaws.

Definitions

“NEB” in this policy refers to the National Executive Board.

References

Approved By:	NEB, January 4, 2013
Date of Last Revision:	NEB, June 2011
History:	Defined by NEB action on June 2, 2011.

Title: President's Cabinet

Rationale or Purpose

To provide the National President/Board Chair and National President/Board Chair-Elect with advice and feedback on the governance operations of the Association and its programs.

Policy Statement

The National President/Board Chair's Cabinet is an ad-hoc committee of the Association composed of the chairs of the Societies and Councils of the Association. It is chaired by the National President/Board Chair of the Association and meets at the pleasure of the National President/Board Chair.

Procedures

1. Meets at the pleasure of the National President/Board Chair

Scope

The Council is to give advice and counsel to the National President/Board Chair.

Definitions

1. Ad-Hoc Committees are groups formed for the purpose of providing advice or action on issues defined by the National Executive Board, the National President/Board Chair, or a Division President.
 - A. Ad-Hoc Committees appointed by the National President/Board Chair or National Executive Board shall serve until the end of the term of office of the President during whose administration they were appointed.

References

2012 NAFME Constitution and Bylaws, Section 6. Ad-Hoc Committees.

Approved By:	NEB, January 4, 2013*
Date of Last Revision:	*No approval necessary since National President/Board Chair created this as an Ad-Hoc Committee. – Written Policy approved in Policy Book January 2013
History:	Initiated in the winter of 2012.

Title: Professional Learning and Partnerships Committee

Rationale or Purpose

To provide for a committee structure and practical responsibilities that will enable the creation of and review of professional learning and partnership opportunities on behalf of NAFME.

Policy Statement

1. The Professional Learning and Partnerships Committee is in effect an ad hoc committee of the association.
2. Regular updates to the National President/Board Chair and coordination with NAFME staff as to the ongoing activities of the Societies and Councils of the Association.
3. Professional Learning: Creation of and requests for new symposia, events, and virtual offerings directly related to the pedagogical interest of the music discipline will be submitted to the Professional Learning and Partnerships Committee for review prior to any action taken by the NEB.
4. Partnership Opportunities: Creation of and requests for project-based relationships, collaborative ventures, and other joint undertakings directly related to the mission of NAFME will be submitted to the Professional Learning and Partnerships Committee for review prior to any action taken by the NEB.

Procedures

1. Duties and Responsibilities
 - a. All professional learning and partnership opportunities submitted to the Professional Learning and Partnerships Committee for review must include a documented proposal made available to the Committee Chair(s) and Executive Director (or appropriately assigned staff).
 - i. The documented proposal shall note the party submitting the application and reference the party (either elected/appointed leader or staff) bringing it forth.
 - ii. The documented proposal shall consider such factors as relevance to the mission and Strategic Plan of NAFME, return on investment (ROI), and prioritization of diversity, equity, inclusion, and access in the foundation of the proposal.
 1. The Professional Learning and Partnerships Committee will review submitted professional learning and partnership opportunity proposals deemed pertinent to furthering the mission and Strategic Plan of NAFME, ensuring adequate return on investment (ROI), and prioritizing diversity, equity, inclusion, and access.
 2. New professional learning and partnership opportunity proposals may be brought forth the Committee Chair(s) and Executive Director (or appropriately assigned staff) by either staff or volunteer leadership of the association, for review by the Professional Learning and Partnerships Committee, under this policy.
 3. The Committee Chair(s) and Executive Director (or appropriately assigned staff) will jointly submit a written inquiry to the Professional Learning and Partnerships Committee, with a request for review and feedback pursuant to the relevant content.
 4. Whenever possible, the Committee Chair(s) and Executive Director (or appropriately assigned staff) shall stipulate the timeline or deadline by which review and feedback of relevant content is requested.
 5. Review and feedback of relevant content, per request of the Committee Chair(s) and Executive Director (or appropriately assigned staff), shall be submitted, in writing, to the Committee Chair(s) and Executive Director (or appropriately assigned staff), on the timeline or pursuant to the requested deadline, indicated in the request for assistance.

6. The Professional Learning and Partnerships Committee is authorized to make decisions within the scope of this Policy on behalf of the National Executive Board.
 - Such decisions should be reported to the National President, who retains the authority to bring them forward to the National Executive Board for further review, if deemed warranted.
- b. Service on and collaborating with the Equity Committee
 - i. Designated members of the Equity Committee will also serve on and collaborate with the Professional Learning and Partnerships Committee. Equity Committee service on the Professional Learning and Partnerships Committee is consistent with the stated rationale or purpose of I.G.002, to ensure the prioritization of diversity, equity, inclusion, and access spans all facets of the work NAFME conducts.
 1. Equity Committee members serving on and collaborating with the Professional Learning and Partnerships Committee shall provide feedback to the Professional Learning and Partnerships Committee, through the lens of equity, at all times during the natural progression of the committee's work.
 2. Should Equity Committee members serving on and collaborating with the Professional Learning and Partnerships Committee become aware of or wish to make a content-specific inquiry pursuant to the Professional Learning and Partnerships Committee's work, these members, in consultation with the Equity Committee Chair and National President, shall bring forward this content-specific inquiry to the Chair of the Equity Committee. If deemed appropriate, the Equity Committee Chair shall share such inquiry in writing with the National President and Executive Director, and shall provide committee review and feedback, as appropriate.
- c. Monthly Report of the Professional Learning and Partnerships Committee to the NEB.
 - i. On a monthly basis consistent with the NAFME fiscal year as outlined by III.B.001, the Professional Learning and Partnerships Committee will submit a report of its work to the NEB, pursuant with this policy.

2. Committee Structure

- a. The Professional Learning and Partnerships Committee will be comprised of the Chairs (or designated surrogates of the Chairs) of the NAFME Societies, Program Advisory, Representative and Role-Based Councils, and (3) designated members of the Equity Committee.
- b. The Chairs (at least two) shall be appointed by the National President in conformity with the association's appointment policies.
- c. One designated Chair shall also serve as a Chair of the Biennial Music Research and Teacher Education National Conference.

Scope

Regular updates to the National President/Board Chair and coordination with NAFME staff as to the ongoing activities of the Societies and Councils of the Association, review of creation and requests for new symposia, events, and virtual offerings directly related to the pedagogical interest of the music discipline, and review of creation and requests for project-based relationships, collaborative ventures, and other joint undertakings directly related to the mission of NAFME.

Definitions

1. Ad-Hoc Committees are groups formed for the purpose of providing advice or action on issues defined by the National Executive Board, the National President/Board Chair, or a Division President.
 - a. Ad-Hoc Committees appointed by the National President/Board Chair or National Executive Board shall serve until the end of the term of office of the National President/Board Chair during whose administration they were appointed.
2. "New" symposia, events, and online offerings are those that are not ongoing and hence already accepted.

3. “NEB” in this policy refers to the National Executive Board.

References

2012 NAFME Constitution and Bylaws, Section 6. Ad-Hoc Committees.

The structure prior to this policy was an outgrowth of the initial efforts to develop oversight capacity for the current Academy Structure, Biennial Conference and future professional learning and In-service efforts.

Approved By:	NEB January 4, 2013
Date of Last Revision:	June 22, 2023 NEB, June 3, 2022 NEB, September 2012
History:	June 22, 2023 Policy was updated to be renamed with an emphasis on professional learning and with the addition of the responsibility to review new partnerships. This policy combines I.G. 002 Professional Development Committee and I.G. 003 Partner Review Committee. Policy adopted by National Executive Board, April 30, 2012

Title: Music Teacher Profession Advisory Committee

Rationale or Purpose

The work of the Music Teacher Profession Initiative (MTPI), begun in January 2021, has brought attention to the importance of music teacher education as a *primary responsibility* of the National Association for Music Education. While the initial task was to illuminate specific issues concerning equity along with music teacher recruitment and retention at this moment in time, it became clear that the work should be a continuing and systematic focus for NAFME, perpetuated in an advisory committee.

Policy Statement

The Music Teacher Profession (MTP) Advisory Committee shall serve in furtherance of the mitigation objectives laid out in the MTPI *Blueprint for Strengthening the Music Teacher Profession* and in furtherance of the mission, vision, belief, and goals of the NAFME Strategic Plan.

Procedures

2. Duties and Responsibilities

- a. The MTP Advisory Committee shall seek to improve:
 - i. Pathways to the profession, including entrance to and degree programs within universities.
 - ii. Methods of identifying exceptional candidates (i.e., those who have potential to become excellent teachers) for the profession.
 - iii. Professional learning that is specific to retention of first year and early career music educators.
 - iv. Relationships with NAFME federated state affiliates and universities to meet the goals of the points listed above.
- b. The MTP Advisory Committee shall identify and examine any/all issues concerning the music teacher profession, with equity and access as foundation.
- c. The MTP Advisory Committee shall collaborate with NAFME federated state affiliates to assist in the creation of a servant leader position in each state that is focused on strengthening the music teacher profession as outlined in the *Blueprint*.
- d. The MTP Advisory Committee shall meet quarterly via virtual means; other meetings can occur as needed.
- e. Monthly Report of the MTP Advisory Committee to the NEB
 - i. On a monthly basis consistent with the NAFME fiscal year as outlined by policy III.B.001, the MTP Advisory Committee will submit a report of its work to the NEB, pursuant with this policy.
- f. The MTP Advisory Committee is tasked with the responsibility of regularly researching and reporting on all state licensure processes and qualifications, including testing (e.g., Praxis, edTPA, SBE content exams, etc.), fees, internships, and degree-program certification requirements (in and out of state).

- g. The MTP Advisory Committee shall assign NAFME leaders the task of remaining knowledgeable about state expectations and how these impact our work toward expanding the music educator workforce and supporting early career teachers, particularly those who represent populations that have been historically marginalized.
- h. The MTP Advisory Committee shall demonstrate NAFME's ongoing commitment to equity in the music teacher profession by identifying, educating, and supporting young and novice professionals who reflect the communities they serve; this shall be actualized through policy development and ongoing advocacy.
- i. The MTP Advisory Committee will remain apprised of changes and movements in education policy at the state and local levels. This is especially important when it becomes evident that such changes may impact the recruitment and retention of quality music educators.
- j. The MTP Advisory Committee, in coordination with NAFME staff, shall assist in the development of or responses to educational policy on an as-needed basis at the federal level and with NAFME federated state affiliates and membership.

3. Committee Structure

- 1. There will be a Chair (or chairs) appointed by the incoming National President-Elect, in conformity with the association's appointment policies. The sitting National President may not serve as Chair of the Committee.
 - 1. The Chair(s) shall be invited to represent the advisory committee at the National Leadership Assembly.
- 2. The additional members of the MTP Advisory Committee will be chosen by the incoming National President-Elect, in consultation with the incoming Music Teacher Advisory Committee Chair. Per policy I.I.001, "members serve at the pleasure of the National President."
- 3. The MTP Advisory Committee shall be comprised of:
 - 1. The Chair or Co-Chairs
 - 2. The Immediate Past President of NAFME
 - 3. One member representing the NAFME Equity Committee
 - 4. One member representing HBCUs/HSIs/MSIs
 - 5. One member from a non-profit external partner organization in the field
 - 6. One member from the President's Cabinet
 - 7. One NAFME member representing each of the NAFME Divisions as recommended by the leadership from each Division
 - 8. One NAFME member representing the Society for Music Teacher Education
 - 9. One NAFME member representing the Society for Research in Music Education
 - 10. From these members listed above, representatives should represent all levels of instruction - PK12 through University – and arts/music administration (when possible). Crossover is also permissible, wherein a member can represent multiple aspects of the profession, as defined by this policy.
 - 11. The MTP Advisory Committee shall appoint a member to serve as liaison to representatives from each NAFME Division, in efforts to assist federated state affiliates in their work to improve the music teacher profession.

4. Members of the MTP Advisory Committee requiring selection (per this policy) will be chosen by the National President/Board Chair, in consultation with the elected Chair of the MTP Advisory Committee. Per I.I.001, “members serve at the pleasure of the National President.”
5. Terms of service shall be concurrent with the term of the National President/Board Chair, subject to review and approval by the National President/Board Chair.

Scope

Ad-Hoc Committee of NAFME. Regular updates to the National Executive Board and coordination with NAFME staff as to the ongoing activities of the MTP Advisory Committee; furtherance of the mitigation objectives laid out in the MTPI *Blueprint for Strengthening the Music Teacher Profession*; and furtherance of the mission, vision, belief, and goals of the NAFME Strategic Plan.

Definitions

2. Ad-Hoc Committees are groups formed for the purpose of providing advice or action on issues defined by the National Executive Board, the National President/Board Chair, or a Division President.
 - b. Ad-Hoc Committees appointed by the National President/Board Chair or National Executive Board shall serve until the end of the term of office of the National President/Board Chair during whose administration they were appointed.
3. “MTPI” in this policy refers to the Music Teacher Profession Initiative
4. “NEB” in this policy refers to the National Executive Board.
5. “Equity work” as in practice in the NAFME, is exemplified through the efforts of individuals and groups to increase their capacity to recognize, identify, and name inequities that function as exclusionary acts to music teaching and learning, music expression and understanding, and music making. The equity work of the NAFME is defined by its actions to eliminate inequities established, promoted, and protected by traditions, systems, processes, practices, procedures, hidden and unhidden agendas, rules and purposes, power structures, organizations, isms, and unidentified barriers.

References

2012 NAFME Constitution and Bylaws, Section 6. Ad-Hoc Committees.

Approved By:	Approved by the NEB on January 20, 2024
Date of Last Revision:	
History:	The Music Teacher Profession Initiative (MTPI) was formed in 2021 by the National Association for Music Education (NAfME) to identify barriers to equity in music teacher recruitment, education, and retention. A task force of NAFME leaders representing institutions of higher education across the country conducted research related to the challenges facing high school students as they make the decision to pursue a career in music education,

	<p>preservice music educators in their undergraduate degree programs, and novice music educators in their first five years in the profession.</p> <p>The project was executed with the perspective of widening the path to the profession by cultivating and strengthening more inclusive and equitable processes in recruiting, teaching, and nurturing a robust music teacher workforce. <u><i>A Blueprint for Strengthening the Music Teacher Profession</i></u> (released in June 2023) describes the task force’s process, outcomes, and recommendations for action. The report reveals the deeply complex nature of tackling evolution in music teaching and learning. The issues addressed are not easily remedied. We call on educators and administrators who have a vested interest in music teaching and learning to take an active role in moving our culture forward in ways that are inspiring, inviting, and inclusive.</p>
--	--

Title: Standing Committees

Rationale or Purpose

Standing Committees are permanent committees that remain in existence permanently in order to deal with a particular issue.

Policy Statement

Scope

There are two standing committees as outlined in the 2012 NAFME Constitution and Bylaws. They are:

- A. Editorial Committees. Leadership groups within NAFME that the National Executive Board may appoint, as it deems appropriate, to guide periodicals and other forms of regular communication produced by the Association.
- B. Hall of Fame Board. Hall of Fame Board administers the Music Educators Hall of Fame.

Definitions

Standing Committees are permanent committees that remain in existence permanently in order to deal with a particular issue.

References

2012 NAFME Constitution and Bylaws, Section 5. Standing Committees.

Approved By:	NEB January 4, 2013
Date of Last Revision:	2012 Constitution and Bylaws Revision January 2012
History:	

Title: Editorial/Advisory Committees, NAFME Periodicals

Rationale or Purpose

Editorial/Advisory Editorial Committees are leadership groups within NAFME that the National Executive Board may appoint, as it deems appropriate to guide periodicals and other forms of regular communication produced by the Association.

Policy Statement

1. Peer-reviewed Journals
 - a. The Editorial committees of NAFME journals (MEJ, Update, JRME, JMTE, and JGME) serve in an advisory capacity, with the chair of the editorial committee having final responsibility for determining journal content. All members shall be NAFME members in goodstanding.
 - b. The primary responsibility of each editorial committee chair is to meet the communications needs of the Association in a timely manner, for the specific audience native to the journal.
 - c. The committee members shall act in a timely way to provide unbiased reviews of manuscripts.
 - d. Procedures for the NAFME journal committees will be suggested by the editorial committee chairs, and will be approved by the NEB.
2. *Teaching Music* magazine
 - a. The National President/Board Chair will appoint an advisory committee for Teaching Music magazine consistent with other policies of the Association.

Scope

This policy applies to all NAFME journals (*MEJ, Update, JRME, JMTE, and JGME*).

Definitions

“NEB” in this policy refers to the National Executive Board.

References

2012 NAFME Constitution and Bylaws, Section 5, A. Editorial Committees.

Approved By:	NEB January 4, 2013
Date of Last Revision:	March 30, 2021; 2012 Constitution and Bylaws Revision January 2012
History:	Revised March 2021 with name change from GMT to JGME.

Title: NAFME Music Educators Hall of Fame

Rationale or Purpose

To recognize and honor those music educators who, by virtue of their contributions, are of such significant stature that they are considered to be among the most highly regarded professional leaders in American music education.

Policy Statement

The Hall of Fame is a vehicle to inform the general public of the achievements of the music education profession and to provide recognition of the profession's most outstanding individuals. It is a means of preserving the most notable aspects of the heritage of music education in the United States.

Procedures

- 1) Hall of Fame Board: The Hall of Fame Board will consist of three (3) persons designated as members of the Screening Committee, ten (10) persons designated as Members-at-Large, and a Chairperson. The work of the Board will be conducted primarily by mail and e-mail.
 - a) Screening Committee: Three members of the Hall of Fame Board, together with the Chairperson, will comprise the Screening Committee. The three members will be appointed by the National Executive Board upon the recommendation of the National President/Board Chair. The term of appointment will be for six years. Members may be reappointed after a lapse of two years.
 - b) Members-at-Large: Ten Members-at-Large of the Hall of Fame Board will be appointed by the National Executive Board upon the recommendation of the National President/Board Chair. The term of appointment will be for one biennium. Members may be reappointed.
 - c) Chairperson: The Chairperson of the Hall of Fame Board will be a member of the Council of Past National President/Board Chairs, and will be elected by the Council. The term of appointment will be for six years.
 - d) Criteria for Members of Hall of Fame Board:
 - i) Board members are to be selected for their broad knowledge of the music education profession, including its historical and current trends, for their ability to analyze the significance of achievements of music educators, and for their general recognition by the profession.
 - ii) Members of the Board are not eligible for induction. If a member is nominated, he or she will be notified and given the opportunity to resign. In the event of a resignation, the term will be completed by an appointee named by the National President/Board Chair.
- 2) Nominations:
 - a) Every nomination of the Hall of Fame will be reviewed by the Screening Committee to determine whether the nominee meets the criteria for induction into the Hall of Fame as established by the National Executive Board. Every nominee receiving two or more favorable votes from the Screening Committee will be included among the candidates voted upon that biennium by the full Hall of Fame Board.
 - b) Nominations to the Hall of Fame are solicited each biennium. NAFME membership is required of neither the nominees nor nominators. Living nominees must be at least 55 years of age and must have a record of sustained contributions to the field.
 - c) Any music educator may submit a nomination for the Hall of Fame. A letter of nomination should be no more than a page in length. It should summarize the most important contributions of the nominee to music education and explain why he or she deserves induction into the Hall of Fame. A letter of nomination for a living nominee may, but need not, be accompanied by a curriculum vitae. If a curriculum vitae is submitted, the nominee will be given an opportunity to revise and update it. If no curriculum vitae is submitted the nominee will be invited by NAFME to submit one. A letter of nomination for a deceased nominee, however, must be accompanied by a curriculum vitae. No nomination will be considered until a curriculum vitae has been received.

- i) The curriculum vitae must include the following information:
 - 1. Full name, address, phone number, and year of birth, if living; or full name and years of birth and death if deceased
 - 2. Educational background
 - 3. Teaching and administrative experience
 - 4. Professional organizations (specifying leadership roles)
 - 5. Professional service (including e.g., performing, conducting, addresses, lectures, master classes, workshops, consulting)
 - 6. Publications, research, and creative work
 - 7. Honors and awards
 - ii) Each curriculum vitae will be edited in order to achieve a consistent style and format before being forwarded for consideration by the Hall of Fame Board. The maximum length permitted is two pages, as edited, or approximately 700 words.
- 3) Criteria for Induction:
- a) The contributions of those inducted may be in such fields of specialization as music pedagogy, scholarship, administration, or organizational leadership, and must be of lasting value, as determined by answers to the following questions:
 - i) Contribution: Has the nominee made an outstanding contribution to the advancement of music education?
 - ii) Eminence: Have his or her achievements in teaching, administration, research or creation of music education materials distinguished the nominee from his or her contemporaries?
 - iii) Influence: Has the nominee's influence been of major significance to the profession even though contributions may have been confined largely to a single field of specialization (e.g., strings, teacher education, jazz, research)?
 - iv) Permanence: Is it probable that the nominee's accomplishments will continue to be valued by music educators in the future?
 - b) Just as Webster's *American Biographies* mentions "look-up-ability" as a factor to be considered in choosing names to be included, so those in the selection of Hall of Fame inductees should give some consideration to how likely it is that the future historians of American music education will consider the contributions of the nominee noteworthy.
- 4) Award:
- a) The Hall of Fame will consist of a plaque with nameplates recognizing the inductees. The plaque will be displayed in a prominent location in the NAFME headquarters.
 - b) Awards to the inductees will consist of the following
 - i) A plaque with nameplate indicating the inductee
 - ii) Expenses paid to the induction ceremony at an appropriate time and place
- 5) Procedures for Selection of Inductees:
- a) **Screening of Nominations:** Nominations will be reviewed by the Screening Committee. Every nominee receiving two or more favorable votes from the Screening Committee will be included among the candidates.
 - b) **Balloting:** Balloting will be conducted among the members of the Hall of Fame Board to determine nominees to be recommended to the National Executive Board for induction. Additional materials, if needed, may be solicited from the nominator or from other sources. Any Board member who believes that important and relevant information is missing from the curriculum vitae of a nominee distributed with the ballot may submit that information to the Chairperson for consideration for inclusion in subsequent balloting cycles.
 - c) **Reporting Results:** The three names receiving the most votes from the Hall of Fame Board will be forwarded to the National Executive Board for possible induction into the Hall of Fame. However, no name will be forwarded unless that person receives votes from at least fifty (50) percent of the Hall of Fame Board members voting. In the event that fewer than three candidates receive the votes of at least fifty (50) percent of the members voting, fewer than three names will be forwarded. In the event that a tie vote makes it impossible to determine the three persons receiving the most votes, a subsequent ballot or ballots, as necessary, will be held to resolve the issue
 - d) **Retention in the Pool of Candidates:** Every nominee in the candidate pool receiving one or more votes but not placing among the top three in the balloting will be continued in the pool of candidates for the succeeding

biennium. However, a nominee who fails to receive at least three consecutive cycles will be dropped from the pool.

Any nominee dropped from the pool may be re-nominated.

- 6) **Number of Inductees:** A maximum of three (3) people will be inducted each cycle. Fewer may be inducted at the discretion of the National Executive Board.

Scope

This policy covers the NAFME Music Educators Hall of Fame

Definitions

References

Approved By:	NEB January 4, 2013
Date of Last Revision:	NEB, July 2004
History:	Hall of fame established in 1984. Adopted July 1984; revised July 2-3, 2004

Title: Equity Committee

Rationale or Purpose

To ensure the prioritization of diversity, equity, inclusion, and access spans all facets of the work NAFME conducts, and to reinforce the importance of creating equity-based systemic change in how the association functions.

Policy Statement

1. The Equity Committee is a standing committee of the association.
2. Nominate two members of the Equity Committee for service on the National Executive Board.
3. Review of nominees to the Nominating Committee.
4. Review of all new programmatic and activity-related content and Diversity, Equity, Inclusion, and Access (DEIA)-specific content, as deemed appropriate by the National President and Executive Director, will be the purview of the Equity Committee, prior to the launch of any such initiative, or in response to independently identified content-specific inquiries.
5. Serving on and collaborating with the Professional Development Committee.
6. Identifying, prioritizing, and implementing the Diversity, Equity, Inclusion and Access (DEIA) work of NAFME.
7. Monthly Report of the Equity Committee to the NEB.

Procedures

1. Duties and Responsibilities
 - a. Nominate two members of the Equity Committee for service on the National Executive Board
 - i. This process shall occur as outlined in the NAFME bylaws.
 - b. Review of Nominees to the Nominating Committee
 - i. Consistent with policy I.J.001, Division Presidents shall put forth committee nominations for review by the Equity Committee, complete with Curriculum Vitae and Equity Statement from each nominee.
 - ii. Consistent with policy I.J.001, The Equity Committee shall provide to the NEB feedback on prospective Nominating Committee nominees, through the lens of equity, utilizing a uniform methodology to be decided upon and implemented by the Equity Committee, as well as a Curriculum Vitae and Equity Statement from each nominee.
 - c. Review of all New Programmatic and Activity-Related Content
 - i. New programmatic and activity-related content and DEIA-specific content, as deemed appropriate by the National President and Executive Director, will be submitted to the Equity Committee for review and feedback.
 1. New Program and Activity content and DEIA-specific content may be brought forth to the National President and Executive Director by either staff or volunteer leadership of the association, for potential review by the Equity Committee, under this policy.
 2. The National President and Executive Director will jointly submit a written inquiry to the Chair of the Equity Committee, with a request for review and feedback pursuant to the relevant content.
 3. Whenever possible, the National President and Executive Director shall stipulate the timeline or deadline by which review and feedback of relevant content is requested.
 4. Review and feedback of relevant content, per request of the National President and Executive Director, shall be submitted, in writing, to the National President and

- Executive Director, on the timeline or pursuant to the requested deadline, indicated in the request for assistance.
5. The National President and Executive Director, in consultation with any and all appropriate and relevant staff and/or volunteer leadership audiences, will consider content-specific feedback provided by the Equity Committee, in working to ensure the lens of equity is applied across all of the association's work.
- ii. Independently Identified Content-Specific Inquiries
 1. Should the Equity Committee independently become aware of or wish to make a content-specific inquiry, the Equity Committee Chair shall share such inquiry in writing with the National President and Executive Director, and shall provide committee review and feedback, as appropriate.
 2. The National President and Executive Director, in consultation with any and all appropriate and relevant staff and/or volunteer leadership audiences, will consider content-specific feedback provided by the Equity Committee, in working to ensure the lens of equity is applied across all of the association's work.
 - d. Serving on and collaborating with the Professional Development Committee
 - i. Consistent with policy I.G.002, (3) designated members of the Equity Committee will also serve on and collaborate with the Professional Development Committee. Equity Committee service on the Professional Development Committee is consistent with the stated rationale or purpose of this policy, to ensure the prioritization of diversity, equity, inclusion, and access spans all facets of the work NAFME conducts.
 1. Equity Committee members serving on and collaborating with the Professional Development Committee shall provide feedback to the Professional Development Committee, through the lens of equity, at all times during the natural progression of the committee's work.
 2. Should Equity Committee members serving on and collaborating with the Professional Development Committee become aware of or wish to make a content-specific inquiry pursuant to the Professional Development Committee's work, these members, in consultation with the Chair (and co-chairs) of the Professional Development Committee, shall bring forward this content-specific inquiry to the Chair of the Equity Committee. If deemed appropriate, the Equity Committee Chair shall share such inquiry in writing with the National President and Executive Director, and shall provide committee review and feedback, as appropriate.
 - e. Identifying, prioritizing, and implementing the Diversity, Equity, Inclusion and Access (DEIA) work of NAFME
 - i. To reinforce the importance of creating equity-based systemic change in how the association functions, the Equity Committee is tasked with pursuing the identification, prioritization, and implementation of DEIA work of NAFME.
 1. Annually, consistent with the NAFME budgeting process timeline identified by policy III.A.001, the Equity Committee Chair shall identify specific goals for the coming year. The goals identified shall ensure that the work of the committee promotes equity-centered efforts by NAFME.
 2. Consistent with the NAFME budgeting process timeline identified by policy III.A.001, the Equity Committee shall bring forth identified goals ensuring the work of the committee is focused on promoting equity-centered efforts by NAFME to the NEB for consideration in upcoming organizational planning.
 3. Upon NEB approval of annual goals ensuring the work of the committee is focused on promoting equity-centered efforts by NAFME, the Equity Committee shall be empowered, as appropriate, to pursue the stated work identified in these goals, in consultation with the National President, NEB, Executive Director, and potentially other staff and volunteer leaders, so as to ensure necessary collaboration and accountability.

- f. Monthly Report of the Equity Committee to the NEB
 - i. On a monthly basis consistent with the NAFME fiscal year as outlined by policy III.B.001, the Equity Committee will submit a report of its work to the NEB, pursuant with this policy.
- 2. Committee Structure
 - a. The committee size will be no less than six (6) members.
 - b. There will be a Chair appointed by the incoming National President-Elect, in conformity with the association's appointment policies. The Chair should demonstrate expertise and educational background in leading equity-centered work. The National President may not serve as Chair of the Committee.
 - c. The other members of the Equity Committee will be chosen by the incoming National President-Elect, in consultation with the incoming Equity Committee Chair. Per policy I.I.001, "members serve at the pleasure of the National President," with the exception of Equity Committee members nominated to the National Executive Board (per NAFME Bylaws), who may not be removed from service on the Equity Committee at the discretion of the National President, as such service is directly linked to their appointment to the National Executive Board.
 - d. Selection shall be pursuant to the following criteria:
 - 1. Recognized expertise in the research or practice areas of DEIA.
 - 2. Recognition of the inherent value in considering people of diverse backgrounds (inclusive of but not limited to professional discipline and setting, communities of color, cultural and language perspectives, religious and spiritual beliefs, socioeconomic status, as well as gender, age, race, ethnicity, nationality, sexual/gender orientation, and disability).
 - e. Selection may take into account the following criteria:
 - 1. Consideration of association divisional representation.
 - 2. Consideration of higher education membership representation.
 - 3. Consideration of Pre-K12 membership representation.
 - 4. Consideration of representation from NAFME Societies and Councils.
 - f. (3) designated members of the Equity Committee will also serve on the Professional Development Committee.
 - g. The Equity Committee is intended to function as a collaborative style work group in which expertise may be shared and discussed by all participants. The intent is for this committee to work as a scholarly collaborative. This committee is not intended to function as a parliamentary.

Scope

National Executive Board service, review of nominees to the Nominating Committee, review of programmatic and activity-related content and DEIA-specific content, Professional Development Committee service, actualization of the 2019 Diversity, Equity, Inclusion and Access Current State Study commissioned by NAFME, and quarterly reporting to the NEB.

Definitions

1. Standing Committees are permanent committees that remain in existence in order to deal with a particular issue.
2. New programmatic and activity-related content is relevant as pertains specifically to the work of NAFME in furtherance of its mission.
3. DEIA-specific content is relevant as pertains specifically to the work of NAFME in furtherance of its mission.
4. "NEB" in this policy refers to the National Executive Board.

References

2012 NAFME Constitution and Bylaws, Section 5. Standing Committees.

Approved By:	National Executive Board, March 30, 2021
Date of Last Revision:	
History:	<p>May 26, 2022 – The policy was updated to reflect service on the NEB by 2 members of the Equity Committee, and the Equity Committee becoming a Standing Committee of NAFME.</p> <p>Prior to adoption of this policy, the Equity Committee was created in the fall of 2020 during the Presidency of Mackie V. Spradley. Appointees to the Committee were named shortly thereafter, and President Spradley serves as the current Chair. In creating the inaugural Equity Committee, President Spradley placed a strong premium on cross-pollination of the work of the Equity Committee with the NAFME Professional Development Committee, National Executive Board, and other governing constituencies of the Association. This focus is important so as to ensure that prioritization of diversity, equity, inclusion, and access spans all facets of the work NAFME conducts, and to reinforce the importance of creating equity-based systemic change in how the association functions.</p>

Title: Meetings – Transitional Operations

Rationale or Purpose

To maintain the smooth operation of the Association during the transition of officers this policy was developed to ensure that the actions and direction immediately prior to the new fiscal year will be conducted by the incoming officer core.

Policy Statement

Because NAFME summer meetings are held in June prior to the beginning of the new fiscal year, (July 1) it shall be the policy of the Association that such meetings, immediately prior to the end of a term of office of a National President/Board Chair or any Chair on the NEB, Societies, Councils, Division Boards, Standing Committees and Ad Hoc bodies will be considered the first meeting of the new board or committees beginning one week prior to the date of the National Assembly meeting following their election.

At such times the outgoing President and Board Chair and Committee, Council, Society or Ad Hoc Chairs shall turn over the gavel and responsibilities for such meetings to the incoming president or chair.

Procedures

1. Duties and Responsibilities:
 - a. The newly installed President or Chair of the respective governance body herein named shall have all the usual duties and responsibilities of that office upon assuming the chair.
 - b. This shall include preparation for such meeting.
2. Terms in office
 - a. The term of office for the National President/Board Chair and all Governance Chairs is two years or until their successors shall have been elected and installed.
 - b. The term of office for NEB members and Division Board members is two years or until their successors shall have been elected and installed.
 - c. Term of office for Representative Council and Society members is specified in policy I.D.001, I.E.001 and I.E.002 or until their successors shall have been appointed and installed, except for members at large of Representative Councils, whose term shall be one year.
 - d. The terms of members for Role Based Councils is determined by position; not fixed in years
 - e. Chairs of Role Based Councils.
 - i. The chairs of the Executive and Editor Council shall be elected from within the council membership
 - ii. The Chair of the Past National President/Board Chairs' Council shall be the immediate past National President/Board Chair no longer serving on the NEB.
3. AD Hoc Committee
 - a. Chairs and members serve at the pleasure of the National President/Board Chair and their terms ends no later than the conclusion of the term of National President/Board Chair that appointed them to serve.
4. Task Forces

- a. Appointed by the National President/Board Chair in consultation with the National Executive Board and generally will include membership beyond the NEB.
 - b. A Task force serves at the pleasure of the National President/Board Chair and their terms ends no later than the conclusion of the term of National President/Board Chair that appointed them to serve unless the incoming National President/Board Chair decides to continue the Task Force.
5. Funding
- a. All Governance Bodies must be within the existing budget.

Scope

This policy applies to the NEB and all Societies, Councils, Standing Committees, Task Forces, and Ad Hoc entities in the year in which there is a transition in officers.

Definitions

Transitional meeting is defined as the first meeting immediately in advance of the new fiscal year.

“NEB” in this policy refers to the National Executive Board.

References

2012 NAFME Constitution and Bylaws, Bylaw III, Section 6, Terms of Office, A. Duration.

Approved By:	NEB January 4, 2013
Date of Last Revision:	2012 Constitution and Bylaws Revision January 2012
History:	April 7, 1980

Title: NEB Meetings, Number and Nature

Rationale or Purpose

The smooth operation of the association requires a clear understanding of the process by which the NEB establishes its meeting schedule.

Policy Statement

Consistent with governing documents, the National Executive Board shall establish a two-year meeting schedule consistent with the term of office of the National President/Board Chair.

Procedures

1. Scheduling. Prior to the beginning of the new fiscal year in which the newly elected National President/Board Chair assumes his or her position, the National President/Board Chair shall present a two-year planned meeting schedule for the National Executive Board.
 - a. In creating this meeting schedule, the National President/Board Chair shall take into consideration the Biennial and Annual conferences and the meeting of the National Assembly of the association.
 - b. In creating this meeting schedule, the National President/Board Chair shall take into consideration proposed locations for each meeting.
 - c. In creating this meeting schedule, the National President/Board Chair shall arrange it so that the NEB shall meet in connection with the National Assembly.
 - d. Virtual meetings. In creating this meeting schedule, the National President/Board Chair shall take into consideration the opportunities afforded by virtual meetings.
 - i. Virtual meetings shall normally be scheduled not to exceed three hours.
 - ii. Virtual meetings may be cancelled at the pleasure of the National President/Board Chair.
2. Observers.
 - a. Observers shall be invited to attend all meetings of the NEB.
 - b. At the discretion of the chair, the majority of NEB meetings shall be held in the committee of the whole, allowing observers to speak when recognized by the chair. This invitation to attend and speak will not apply to parts of any meeting deemed "executive session" for the purpose of discussion of financial, budget, personnel, policy, legal, and program development issues that are deemed by the chair to be privileged communications.
3. Division Presidents-Elect.
 - a. Division Presidents-Elect, regardless of observer status, shall be able to attend all virtual meetings. Their participation in these meetings shall conform with the National Executive Board's meeting protocols.

Scope

Meetings of the National Executive Board.

Definitions

Annual conference means the event held in the fall of each year, commencing in 2013.

"NEB" in this policy refers to the National Executive Board.

References

Found on page five of virtual meeting February 24, 2009.

Approved By:	NEB January 4, 2013
Date of Last Revision:	September 11, 2018
History:	<p>With biennial national conferences being halted in April 2008 and the emergence of virtual meetings, the NEB asked for a two year schedule of meetings in order to plan their calendars. With the growth and popularity of the U.S. Army All American Marching Band and Bowl held in San Antonio, the NEB's presence was deemed important by other sponsors of the program. Virtual Meetings were substituted in between the "in-person" meetings to carry on the business of the Association. February 24, 2009.'</p> <p>Observer protocols at NEB meetings revised September 2018.</p>

Title: Meetings – Membership and Registration Requirements
Rationale or Purpose

To maintain a strong association, clinicians and conductors should be members and as a responsibility to the profession pay the appropriate registration fee.

Policy Statement

1. Presenters, Clinicians, and Conductors shall be members of the Association on application for presenter status and at the time in which they present except as provided for in the procedures that follow.
2. Presenters, Clinicians, and Conductors shall pay the appropriate registration fee except as provide in the procedures that follow.

Procedures

1. All Presenters, Clinicians, and Conductors are required to be members in good standing with the following exceptions:
 - a. The National President/Board Chair may waive the membership requirement and registration fees for eminent individuals outside the field of music education invited to a conference symposium or other meeting.
 - b. Individuals who are not American citizens are not required to be members, but must pay the appropriate registration fees. .

Scope

All NAFME meetings, conferences and symposia.

Definitions
References

Approved By:	NEB January 4, 2013
Date of Last Revision:	
History:	In November 1977, the NEB reiterated its practice at national and division conferences requiring presenters and conductors to be current member of the Association and that they pay the prescribed registration fees.

I.I.004

Title: NAFME Music Research and Music Teacher Education National Conference

NOTE this policy was combined with I.I.005 – NAFME Annual In-Service Conference and is now found under I.I.005.

References

Approved By:	NEB January 19, 2017
Date of Last Revision:	January 14, 2014
The History:	October 23-25, 2009, (After the first Biennial conference held in Anaheim, CA, and at the request of the two NAFME Societies, the 2012 was moved to the middle United States and is held in St. Louis, MO). January 4, 2013 January 14, 2014 January 20, 2017 – Policy was merged with and replace by the amended policy I.I.005

Title: NAFME Annual In-Service Conference

Rationale or Purpose

It is appropriate for the Association to cause to have effectuated national meetings that enable unique segments of the membership to further the goals of music education, especially those goals laid out in the NAFME Strategic Plan, and to serve the specific professional needs of specific membership categories, regarding those aspects of the profession identified as most important for the future of music education.

Policy Statement

It shall be the policy of the Association to have an annual In-service conference, designed to provide for growth in areas defined by the Association Strategic Plan and identified as most important for the future of music education. This may include providing members' opportunities in professional development, in-service education, and networking, and the ability to present student performances. The name of the conference will be designed consistent with the procedures below.

Procedures

1. This Conference will be scheduled as far in advance as practical.
 - a. The location will be approved by the NEB.
 - b. A call for sessions shall be announced in the year previous to the conference.
2. The Professional Development Committee (PDC) is designated by the National Executive Board as having primary responsibility for oversight and development of professional development content of the event.
 - a. The conference is chaired by the chair of the PDC
 - b. Leaders of the relevant Societies and Councils shall be involved as deemed appropriate by the Chair of the PDC.
 - c. For the Research and Music Teacher Education component of the conference:
 - i. The National President/Board Chair shall name a member whose expertise is in the field of research, pedagogy and practice to chair the biennial conference.
 - ii. So as to insure the coordination of Association professional development activities, the planning of the biennial conference shall be in concert with the Professional Development Committee, whose chair shall coordinate such activities with the named conference chair.
 - iii. The conference chair is co-chair of the PDC, in collaboration with the Professional Development Committee, shall work with the chairs of SRME, SMTE, and the Council of Music Program Leaders.
3. The Office of the Executive Director/CEO shall be responsible for negotiating contracts and all other logistics.
 - a. The planning for the event will be subject to the limitations of the Association's budget
 - b. The Office of the Executive Director/CEO shall set the registration fees for the event within the Association's budget, working in consultation with the conference chair.
 - c. In planning the budget for the event, the Executive Director/CEO will prepare a Return on Investment (R.O.I) and feasibility summary of the financials for the Executive Committee of the NEB, including revenue projections, positive or negative, and any recommendations to protect the corporate and marketing interests of the Association.
 - d. No Division, Society, Council, or other NAFME-sponsored event that targets the same audience(s) and is scheduled within thirty days of the Conference shall be approved by the NEB.
4. Conference Format.
 - a. The schedule shall be designed to minimize time away from school for teachers and students.

- b. The PDC will work to create content in a variety of time frames, which may include one-hour sessions to longer Academies
 - i. Major changes to the format will be presented for discussion and input by the NEB; this input will be carefully considered by the PRC in making operational decision.
- c. In alternating even-numbered years, the conference format will allow for the inclusion of content to provide opportunities for leaders in research, pedagogy, and practice to present their ideas to the field and to learn of new data, approaches and ideas from colleagues across the nation. As part of this biennial event, the Music Educators Hall of Fame and Senior Researcher award will be presented if such award is given.

Scope

Definitions

Academy was originally the primary focus of the previous Music Education Week format; generally two days in length.

“NEB” in this policy refers to the National Executive Board.

“Major changes” shall be those changes deemed so by the National President.

References

Approved By:	NEB January 2017
Date of Last Revision:	NEB January 19-21, 2017 NEB January 4, 2013 NEB June 2012
The History:	After review of the efforts between 2008-2012 to create and operate a Music Education Week during late June of each year, it was determined that the effort was financially unsuccessful. While receiving high marks for educational content, the MEW event could not be fiscally sustained. The model expressed in this policy was accepted at the NEB meeting in June 2012; the total concept was referred to as “reimaging events, conferences, and professional development.” This specific policy addresses the annual in-service conference to be held in the fall of each year. Provisions for the research and music teacher education content are valid as of 2020.

Title: Division Conferences: Guidelines

Rationale or Purpose

In order to foster organizational solidarity and provide unique member in-service professional development and student opportunities for an added level of honor ensembles and demonstration examples; NAFME needs to be able to work in collaboration with its Divisions and State Federated Affiliates to develop and present such offerings as may be desired at those organizational levels.

Policy Statement

It is the policy of NAFME that Division Conferences may take place in any or all of the six NAFME geographic divisions. Divisions may join together in a cooperative meeting. Part of the Division Conference may be the All Division Student Honor Ensembles in band, orchestra and chorus with jazz and other ensembles being optional.

Division Conferences are not meant to replicate state conferences, but to offer unique opportunities or expanded services not available to states in the divisions. Such conferences are NAFME events or Co-sponsorships in conformity with the procedures provided herein.

Procedures

1. Agreement to conduct a conference
 - a. The Office of the Executive Director/CEO may enter into signed contracts with state affiliates in order to effectuate this policy.
 - i. Every effort will be made to clearly delineate the roles of the state affiliate and NAFME in providing a positive experience for participants.
 - ii. Other than normal expenses provided for in the NAFME budget, such conferences shall be designed to be cost self sufficient
 - iii. Agreements will include that the branding of the conference/event will meet NAFME branding guidelines
 - iv. The conference title or name will be approved by NAFME consistent with the NAFME message
 - v. Provision will be made for attendance of National Officers and National Staff the costs of which shall be paid by the sponsoring state
 1. The agreement will provide for five such fully paid officers or staff
 - a. NAFME may reduce this number by notifying the State Conference Sponsor
 - b. The State sponsor may increase this number if agreed to between the parties
 - vi. Provision will be made to give complimentary registration to all All-Division ensemble chairs. NAFME will serve as and be named a co-sponsor for Division Conferences which a state association is managing. Further the agreement will outline:
 1. The state's responsibilities in regard to planning, organization and execution of the conference
 - a. In general, the program will be the responsibility of the designated State consistent with division identified program needs for both educator and student participants
 - i. Still further, a limited number of sessions geared to the teachers and parents who have escorted their students will be offered on relevant issues such as booster programs and advocacy efforts.
 2. NAFME's responsibility in making the division president or other NAFME national officer available for any role he/she is asked to perform

3. The state's responsibility for any act, failure to act, negligence or wrongful conduct occurring at the conference other than any negligence or misconduct of the NAFME national officer present at the conference
 4. That NAFME and the state association are separate entities and that this conference does not merge the two organizations into one
 5. That each party carries adequate liability insurance to cover the liabilities associated with the conference and its activities, and
 6. That neither NAFME nor the state association shall use the name or logo(s) of the other except for the purpose of the conference and then only subject to the prior approval of the other
 7. NAFME accepts no fiduciary responsibility for state managed division conferences.
- b. In order to maximize volunteer governance engagement and respect the limited time available of individuals serving in these roles national and division presidents will not be the convention manager or planner. The agreement will be designed so as to ensure that the major portion of this responsibility is shared with:
 - i. An appointed convention manager, which may be a staff person or contractor
 - ii. A planning committee chairman, or
 - iii. One or more governance individuals holding a division elected position who will coordinate activities with the national headquarters, the appropriate division presidents, and the national and state staff assigned to manage the conference
 - iv. NAFME staff will work with the appropriate governance and the state staff manager/executive consistent with these guidelines
 - c. The following guidelines will be followed as plans for the conference develop
 - i. A minimum of one hour uninterrupted exhibit time will be scheduled each day to allow every delegate to visit exhibits
 - ii. Performing groups will be scheduled during concert hours or as part of general sessions or in the evening so as to minimize conflicts with educational sessions and to maximize audience members
 - iii. General Sessions will be scheduled without conflict or competition.
2. Site and Date
 - a. Division Executive Board shall determine the sites and dates for each conference provided however that such dates shall not
 - i. Target the same audience of another national conference , event, in-service or leadership meeting,
 - ii. Is scheduled within 30 days of another nationally sponsored meeting, conference or event
 - b. It is recommended that the site and dates be determined at least three years prior to the event
 - c. NAFME reserves the right of final approval of all sites and dates
 3. Division level policies for such events/conferences
 - a. Division Executive Boards may establish policies to ensure that proper function of the conference/event
 - b. All such policies require the agreement or approval of the National Executive Board or Office of the Executive Director/CEO as may be appropriate to the policy issue developed at the division level
 - c. No policy shall be designed that incurs expenses to NAFME without the direct agreement of NAFME
 4. NAFME staff responsibilities
 - a. NAFME staff will only responsibility for functions that the Office of the Executive Director/CEO or his/her designee has agreed to in writing

Scope

Definitions

References

Approved By:	NEB January 4, 2013
Date of Last Revision:	April 2003
History:	November 29, 1973, March 31-April 2, 1989, November 6-8, 1992, July 2000, April 2003

Title: State-Hosted Division Conferences

Rationale or Purpose

From time to time, it may be appropriate for a state to host a Division conference in collaboration with NAFME and the appropriate Division.

Policy Statement

It is the policy of the Association to permit a state MEA to host a Division conference upon the agreement of NAFME and the appropriate Division.

Procedures

1. Request for state-hosted Division conference
 - a. Any Division may, after an affirmative vote by the Division Executive Board, request permission from the National Executive Board for a state-hosted Division conference.
 - b. A Division must establish a set of rules and procedures, voted on by the Division Executive Board and approved by the National Executive Board, to effectuate a state-hosted Division conference.
 - c. Upon approval of the NEB, the Office of the Executive Director/CEO is authorized to enter into a binding agreement with the designated state MEA.
2. Agreement to conduct a conference
 - b. The Office of the Executive Director/CEO may enter into signed contracts with the hosting state MEA in order to effectuate this policy.
 - i. Every effort will be made to clearly delineate the roles of the state MEA and NAFME in providing a positive experience for participants. Further, the agreement will state that NAFME accepts no fiduciary responsibility for state hosted Division conferences.
 - ii. Other than normal expenses provided for in the NAFME budget, such conferences shall be designed to be cost self-sufficient. NAFME will assume no financial obligations for state-hosted Division conferences.
 1. Any funds generated that exceed budgeted revenues shall accrue to the hosting state, and the hosting state shall be responsible for any shortfalls.
 - iii. Agreements will include that the branding of the conference/event will meet NAFME branding guidelines
 - iv. The conference title or name will be approved by NAFME consistent with the NAFME message
 - v. Provision will be made for attendance of National Officers, Division Officers, and National Staff the costs of which shall be paid by the sponsoring state
 - vi. NAFME will serve as and be named a co-sponsor for any state hosted Division conference.
5. Site and Date
 - i. The site and date shall be determined by the Division Executive Board and the hosting state with approval of the National Executive Board. It shall not be scheduled within 30 days of another nationally sponsored meeting, conference, or event.
6. NAFME staff responsibilities
 - a. NAFME staff will only accept responsibility for functions that the Office of the Executive Director/CEO or his/her designee has agreed to in writing.

Scope

State-hosted Division conferences.

Definitions

“NEB” in this policy refers to the National Executive Board.

References

Approved By:	NEB January 4, 2013
Date of Last Revision:	July 2000 and April 2003
History:	The first state-hosted division conference was approved by the NEB June 19-21, 1980. The North Central Division Board voted not to have a convention and asked for approval to have Wisconsin host the division meeting. In 1978, after nearly 20 years of studying the issue of biennial meetings alternating with regional meetings, the NEB reinstated annual meetings.

Title: NAFME Management of Division Conferences

Rationale or Purpose

Where divisions, as units of the national Association, hold conferences or symposia, it is legally and organizationally necessary to have policies governing management of these events.

Policy Statement

If asked, NAFME will act as the principal agent in organizing, facilitating, and conducting NAFME-managed Division conferences/symposia and will take the responsibility for budgeting, planning and working with the Division leadership in the management of the event.

Procedures

The Office of the Executive Director/CEO is authorized to take all necessary actions to work with the division leadership in providing for this policy.

Scope

NAFME-managed Division conferences or symposia

Definitions

References

Approved By:	NEB January 4, 2013
Date of Last Revision:	NEB, July 1999
History:	July 8-10, 1999

Title: General Conference Guidelines**Rationale or Purpose**

From time to time, specific elements associated with national events result in the need to provide support for specific interests of groups within the membership. In addition, there may be a need to provide unique statements expressing the Association's commitment and support for the time individuals give to fulfilling their responsibilities as officers, or unique circumstances associated with a specific event.

Policy Statement

1. It is the policy of the Association to address the communication and professional development needs of every significant group of members, consistent with the Association's mission and goals and within the Association's budget. However, it is understood that it is neither necessary nor effective to try to address the needs of every population in every conference. Organization and marketing of various meetings can be carried out best where the target audiences for those meetings are defined.
2. The Office of the Executive Director/CEO shall insure that a listing of state Presidents be placed in conference programs for all National and Division conventions.
3. Badge holders provided by commercial entities on which that companies name/logo appears shall not be distributed by NAFME
4. Expenses for attending National conferences of the companion of the National President/Board Chair shall be defrayed, consistent with governance and volunteer travel policies.

Procedures

1. The Office of the Executive Director/CEO is responsible for insuring that each of these items is fulfilled as is appropriate to the event.

Scope

1. NAFME conferences.

Definitions

1. "Expenses" shall mean travel, lodging, and meals.
2. "Significant groups of members" shall be those identified through the society and council structure.

References

- Policy I.K.004

Approved By:	NEB January 4, 2013
Date of Last Revision:	September 2010
History:	<ul style="list-style-type: none"> • Companion (spouse) of National President/Board Chair: November 16-19, 1985. Originally there was an understanding that the National President/Board Chair's companion may play a part in hosting speakers and receptions, and in doing so would be subject to infringement on private time. There is no longer an

	<p>expectation that the National President/Board Chair’s companion would have such responsibility. A new policy is effectuated as provided herein.</p> <ul style="list-style-type: none">• Badge holders: March 2005• Targeted audiences: Sept 2010• State President Listing: July 1988
--	---

Title: NAFME Major Conferences

Rationale or Purpose

The national Association shall promote the well-being of music education and the profession of music educators by holding national conferences that collectively serve a majority of membership groups.

Policy Statement

The association shall hold national conferences, symposia, or other events addressing the various components of the NAFME Strategic Plan.

Procedures

1. The National Executive Committee, acting in consultation with the NEB and with input from the Professional Development Committee Chair, may provide direction to the Professional Development Committee to emphasize key content areas and/or overarching topics connected with current needs of the Association and the profession as listed in the NAFME Strategic Plan.
2. Within the strictures of the Executive Committee, the academic content of these conferences shall be the responsibility of the Professional Development Committee.
3. Finances: The NAFME budget shall contain appropriate funds for the conduct of the conferences.
4. Conference name: The conference names contained in this policy may be changed to support the academic endeavors of the Association and marketing necessities.
5. Planning committee: Each major conference shall have a planning committee as defined in policies I.I.004 and I.I.005.
 - a. Music Research and Teacher Education portion of any conference or event:
 - i. The chair of the music research and teacher education biennial conference shall be an individual with sufficient recognition in higher education
 - ii. Planning shall involve the Society for Research in Music Education, the Society for Music Teacher Education, and the Council of Music Program Leaders.
 - iii. Program content shall include research presentations, poster sessions, programs, practices, and issues, and data-driven instructional strategy presentations, as well as such other presentations deemed appropriate by the planning committee.
 - b. The K-12 professional development portion of any conference or event:
 - i. The chair of the professional conference shall be the chair of the Professional Development Committee.
 - ii. Planning shall involve input from the NAFME Councils.
 - c. Key content areas identified in 1. above may be pursued in ways including:
 - i. Identification of an NAFME member volunteer “guest chair” for a topic, who is charged with developing an outline for sessions needed to cover a topic as part of a “strand,” proactively identifying and inviting presenters for those sessions, and giving input on other sessions submitted on the topic (potentially including industry showcases); as well as helping develop a micro-credential connected with the topic.
 - ii. Emphasizing the key area(s) in a call for submissions, and working to unify those submissions.
 - iii. Identifying and structuring a preconference, where such is feasible in the schedule for the conference.
6. Fiscal responsibilities. It shall be the responsibility of the planning committee to work in cooperation with the Office of the Executive Director/CEO to ensure that the conference is financially self-sufficient.

- a. The Executive Director/CEO will, to meet the requirement for fiscal responsibility, prepare a Return on Investment (R.O.I) and feasibility summary of the financials for the planning committee, including revenue projections, positive or negative, and any recommendations to protect the corporate and marketing interests of the Association.
- b. Sponsorships, Exhibits, and Advertising will generally be used to (1) defray part of the costs of conferences and (2) expand the amount of content available to attendees.
 - i. Sponsorships, which may include naming rights for a conference as a whole or for a portion of a conference, will be handled according to the guidelines in IV.C.001, with regard to reputational issues.
 - ii. Exhibits, which may be in a traditional exhibit hall or elsewhere connected with a conference, will be handled according to the guidelines in V.C.001
 - iii. Advertising, which may include ads in electronic media at the conference, a conference book, or in other signage or public display, will be handled according to the guidelines in V.C.001

Scope

Definitions

References

Approved By:	NEB January 4, 2013
Date of Last Revision:	May 2017 November 5, 2019, NEB Meeting
History:	<p>Music Education Week in Washington was an annual summer event running concurrently with the National Assembly designed to provide members with opportunities for music education advocacy, intensive professional development, and performances. No Division, Society, Council or other MENC-sponsored event that would conflict directly with the dates of Music Education Week in Washington shall be approved by the NEB. (October 23-25, 2009)</p> <p>The Biennial Music Educators National Conference with Special Focus on Research in Music Education and Music Teacher Education is designed to provide opportunities for leaders in research, pedagogy, and practice to present their ideas to the field and to learn of new data, approaches, and ideas from colleagues, across the nation. This Conference will be scheduled for the spring of even-numbered years and located somewhere in the Western United States. No Division, Society, Council, or other MENC-sponsored event that targets the same audience(s) and is scheduled within thirty days of this Conference shall be approved by the NEB. (October 23-25, 2009)</p> <p>(After the first Biennial conference held in Anaheim, CA, and at the request of the two NAFME Societies, the 2012 was moved to the middle United States and is held in St. Louis, MO)</p> <p>November 2019: Policy revised to include under Fiscal Responsibilities a section on Sponsorship Exhibits, and Advertising</p>

Title: Securing Sponsorships and Other Financial Incentives**Rationale or Purpose**

It is in the interest of the Association to secure financial support, in addition to registration fees, for programs, projects, events, and campaigns conducted by the Association.

Policy Statement

The Office of the Executive Director/CEO is authorized to secure sponsorships and payments from commercial entities present at an event as a method for offsetting the overall costs of programs, projects, events, and campaigns. This shall be done in ways consistent with the Strategic Plan and other documents of the Association, and consistent with Generally Accepted Accounting Practices. These sponsorships shall not be accepted from entities deemed to reflect badly on the association by a significant number of members or constituencies.

Procedures

1. NAFME may grant complimentary space or access to the following:
 - a. Library of Congress (National Library for the Blind and Physically Handicapped)
 - b. Any NAFME's Council or Society
 - c. NAFME Affiliated Organizations and Service Organizations
 - d. Other similarly influential organizations or entities
2. Notification shall be provided the NEB of any such grants.

Scope**Definitions**

"Service Organizations" herein means U.S. Military Service organizations.

"NEB" in this policy refers to the National Executive Board.

References

Approved By:	NEB January 4, 2013
Date of Last Revision:	NEB, 2008
History:	These policies and practices were approved over many years and combined into one document. Originally included in the conference guidelines used until 2008.

Title: Past National President/Board Chair Fee Waivers**Rationale or Purpose**

To recognize the service of Past National Presidents.

Policy Statement

It shall be the policy of the Association to waive registration fees to NAFME conferences, symposia, and other major events for Past National Presidents as soon as they leave the National Executive Board.

Scope**Definitions****References**

Approved By:	NEB January 4, 2013
Date of Last Revision:	NEB, August 1969
History:	Long standing practice and appears in numerous places as policy. August, 1969.

Title: Registration Fee Adjustments

Rationale or Purpose

In order to mount successful events, from time to time it may be advisable to grant registration fee adjustments to some individuals.

Policy Statement

The Office of the Executive Director/CEO, in consultation with the National President/Board Chair, may waive or reduce registration fees for any conference, symposia, institute, workshop, or other event conducted by the Association, consistent with the following guidelines.

Procedures

1. Guidelines
 - a. Complimentary registration. The following general categories may be considered for waiver or reduced fees:
 - i. General Session Speakers
 - ii. School Administrators (non-music educators)
 - iii. Non-music Educators Clinicians
 - iv. Invited Guests (non-music educators)
 - v. Chair, Chaperones, and Managers of All-Division Honor Groups
 - vi. Collegiate Members working with Local Committee at least four hours per day or twelve hours total (if not paid for their work)
 - vii. Members of the Armed Forces Premiere Bands
 - viii. Invited guests of organizations cooperating in mounting the event
 - b. Reduced Registration:
 - i. Retired Members
 - ii. Student Members
 - iii. Music Honor Society Members (High School Students)
 - iv. Members of Armed Forces Bands other than the Premiere Bands
 - v. Invited guests of organizations cooperating in mounting the event
2. Sponsors of conferences, symposia, institutes, workshops, and events.
 - a. The Office of the Executive Director/CEO is authorized in negotiating sponsorships to offer complimentary or reduced registration as may be appropriate to securing the sponsorship.

Scope

Definitions

Sponsors are individuals, industry partners, other associations, institutions, organizations, military, or other entities giving or likely to give material support to an event.

References

Approved By:	NEB January 4, 2013
Date of Last Revision:	November 1992
History:	March 31-April 2, 1989; November 6-8, 1992; November 16-19, 1977

Title: Compensation for Major Clinicians

Rationale or Purpose

Securing nationally recognized clinicians by offering them some assurance of reasonable professional fees/honoraria at the time of commitment is reasonable in ensuring the finest professional development in the field of music education.

Policy Statement

The success of an extended, targeted professional development experience (lasting one or more full days) may depend on an eminent presenter/clinician. Thus, the Professional Development Committee (PDC) may approve the reimbursement of reasonable expenses or the payment of reasonable honoraria to such a presenter, consistent with the procedures provided herein.

Procedures

1. Reasonable expenses/honoraria. "Reasonable" in this case means that
 - a. The payment is likely to be offset in large by increased income from attendance or other sources, such as sponsorships, for the presentation.
 - b. Such payment does not exceed the budgetary limits placed by the NEB for the event as a whole. The Office of the Executive Director/CEO, working with the chair of the PDC, will certify the cost-effectiveness of each such payment.
- 2) Presenters at national and division conferences are required to be current members of NAFME at the time of application to present and must maintain membership and pay the prescribed registration fee prior to their participation in scheduled sessions
- 3) The Office of the Executive Director/CEO will negotiate a contract with the clinician/presenter. This contract will include:
 - a. Date and time of the presentation
 - b. Requirements for participation in marketing
 - c. Requirements for participation in preliminary or follow-up events (e.g., webinars)
 - d. The date by which the contract can be cancelled without penalty or payment of any cost or fees by NAFME. This date should be set from four to eight weeks before the scheduled Academy, and will drive marketing efforts
 - e. Other points suggested by NAFME legal council
- 4) Once the clinician/presenter is contracted, staff will immediately pursue sponsorship opportunities to offset the particular cost of the clinician/presenter and to use the clinician/presenter's stature as an aid for marketing.
- 5) On or before the contracted date, the Executive Director/CEO, in consultation with the Chair of the Professional Development Committee will decide whether to go forward with the presentation. In the case of insufficient enrollment, the chairs, clinicians/presenters, and any enrollees to date would be notified of the cancellation.
- 6) Individuals who would not normally be expected to be members of the Association (e.g., foreign nationals, eminent individuals outside of the profession) Will not be required to be a member or pay a conference registration fee to present. Consistent with this practice, the Office of the Executive Director/CEO, in Consultation with the office of the National President/Board Chair, may waive any fee for such individuals.

Definitions

“NEB” in this policy refers to the National Executive Board.

References

Approved By:	NEB January 4, 2013
Date of Last Revision:	May 13, 2011
History:	Nov 16-19, 1977 The section for “Procedures” was originally written for Academies; references to Academies have been deleted as unique to the MEW concept. Otherwise, portions have been utilized since 1977.

Title: SMTE Biennial Symposium on Music Teacher Education**Rationale or Purpose**

The goal of the SMTE Biennial Symposium on Music Teacher Education is to sustain professional conversations and collaborative action while challenging the profession to imagine possibilities for the future of music education.

Policy Statement

The National Executive Board recognizes the pedagogical, institutional, and professional value of supporting a biennial SMTE Symposium on Music Teacher Education.

Procedures

1. With the exception of requests for support pursuant to IV.B.001 – Symposia and Other Event Co-Sponsorship, the SMTE Executive Committee (and/or other designated SMTE appointees) shall be autonomously responsible for the academic content and all other elements of the biennial SMTE Symposium.
2. NAFME shall maintain a restricted fund for use in supporting the SMTE Biennial Symposium and related expenses (reference III.A001 – NAFME Budget).
3. NAFME staff shall provide financial support and oversight for the SMTE Biennial Symposium.
4. Final decision-making authority regarding NAFME support for any SMTE Biennial Symposium (be it branding, contractual, financial, or otherwise) rests with the NAFME Finance Committee.

Scope

This Policy Statement covers the SMTE Biennial Symposium on Music Teacher Education.

Definitions

“NEB” in this policy refers to the National Executive Board.

“SMTE” refers to the Society for Music Teacher Education.

References

III.A001 – NAFME Budget

IV.B.001 – Symposia and Other Event Co-Sponsorship

Approved By:	NEB May 26, 2022 – date adopted by NEB
Date of Last Revision:	
History:	SMTE Leadership requested NAFME support the biennial SMTE Conference with the creation of this policy.

Title: Nominations, Presidents-Elect, National and Division

Rationale or Purpose

To fulfill its fiduciary responsibilities, the National Executive Board must establish a consistent set of rules and procedures for the nomination of officers to Association office.

Policy Statement

The Association shall conduct its internal elections consistent with its governing documents and in conformity with the procedures provided herein.

Procedures

1. National and Division Nominating Committees –General

- a. Timeline
 - i. Both the National Nominating Committee and the appropriate Division Nominating Committee shall convene at a time and place, which may be virtual, so as to meet the requirements of this policy.
- b. The committees shall cause to have presented to the NEB the “Division and National Candidate Materials” as outlined in 5. d. of this policy.
 - i. Further, the Nominating Committee should solicit information from individuals who are knowledgeable about all prospective nominees to determine how well they meet the qualifications for the office.

2. National President/Board Chair-elect committee and general procedures

- a. Appointments
 - i. The nominating committee shall be appointed by action of the NEB no later than January 31 in odd numbered years
 - ii. The chair shall be the national immediate past president, who shall serve as the member at large of the committee with voting rights.
 - iii. In addition to the chair, as designated above, the NEB shall consider individuals nominated by each division president.
 - 1. The division president shall consult with the respective division executive board in putting forth committee nominations and shall solicit a Curriculum Vitae or resume and Equity Statement from each nominee.
 - 2. Division Presidents shall put forth committee nominations for review by the NAFME Equity Committee, complete with Curriculum Vitae or resume and Equity Statement from each nominee.
 - 3. The Equity Committee shall provide to the NEB feedback on prospective

Nominating Committee nominees, through the lens of equity, utilizing a uniform methodology to be decided upon and implemented by the Equity Committee, as well as a Curriculum Vitae or resume and Equity Statement from each nominee.

- b. Committee Criteria: The selection process shall further support NAFME's goal to advance equity in music education and increase diverse representation in leadership.
 - i. The committee members shall be appointed to serve, consistent with the timeline stipulated under sections 2.a.i. and 2.d.3.a of this policy.
 - ii. The committee members shall be appointed to serve for the purposes outlined under section 2.d.
 - iii. The committee shall consist of seven appointees: one from each division and the chair.
 - iv. By consensus, all six of the NAFME divisions shall recommend two persons from their division as potential appointees to the committee.
 - v. The selection process shall consider people of diverse backgrounds (inclusive of but not limited to professional discipline and setting, communities of color, minority status, cultural and language perspectives, religious and spiritual beliefs, socioeconomic status, as well as sex, age, race, ethnicity, nationality, sexual orientation, gender identity, and ability. NAFME seeks to provide opportunities that enhance inclusion, build and support relationships with other NAFME committees, and encourage greater diversity within the membership and leadership of NAFME.)
- c. Qualifications for committee appointees
 - i. Shall be knowledgeable about the structure and function of NAFME.
 - ii. Shall be serving NAFME or have served NAFME in some leadership capacity.
 - iii. Shall be familiar with the responsibilities and duties of the office of National President/Board Chair.
- d. Committee Duties and Notifications.
 - i. The nominating committee will provide a list of candidates to the NEB; no less than 3, no more than 6, for the office of President-elect no later than March 31st, in the year preceding by forwarding its nomination report to the Office of the Executive Director.
 - 1. The Executive Director will forward the report, in its entirety, to the NEB noting timeline requirements necessary to fulfill this policy.
 - 2. The NEB will consider the report, adopt, or return to the nominating committee with comments or instructions, no later than May 1st in the year preceding the election.
 - 3. In the event that the NEB does not accept at least three individuals put forward by the nominating committee, the committee shall reconvene, as directed by the NEB, and offer an additional candidate(s) for consideration by the NEB.
 - a. This process will continue until at least three candidates have been approved by the NEB, provided however, that in the event the nominating committee is unable to offer at least three names in a timely manner for presentation to the National Assembly, the NEB reserves to itself the option to add candidates until it has a list of three for presentation to the National Assembly.
 - ii. In selecting the slate of candidates, the National Nominating Committee and the National

Executive Board shall consider people of diverse backgrounds (inclusive of but not limited to professional discipline and setting, communities of color, minority status, cultural and language perspectives, religious and spiritual beliefs, socioeconomic status, as well as sex, age, race, ethnicity, nationality, sexual orientation, gender identity, and ability. NAFME seeks to provide opportunities that enhance inclusion, build and support relationships with other NAFME committees, and encourage greater diversity within the membership and leadership of NAFME.)

- iii. In addition to soliciting names of candidates from the Division Executive Boards, the NEB, through the Office of the Executive Director, shall invite the entire membership to submit names for consideration by the nominating committee before February 28th of odd numbered years.
 1. All such names submitted shall be forwarded to the Committee Chair for consideration by that committee. In preparation for this submitting Candidates shall be asked:
 - a. to confirm their familiarity with the responsibilities and duties involved and their willingness to serve.
 - b. to submit the required candidate materials listed in section 3.e.
- iv. Duties of the Chair of the Nominating Committee
 1. Chair the committee
 2. Contact the final nominees and secure permission for submitting their names to the NEB.
 3. Instruct the nominees to contact their immediate superior for approval of the time commitment involved, outlining the commitments necessary to fulfill the duties of the office.
- v. The committee chair, acting on behalf of the National President/Board Chair, will invite the three to six individuals, as approved in 2.d.i. above to attend the National Assembly.
 1. Each such candidate, at a time and place designated in the official agenda of the Assembly, will be given the opportunity to address the delegates of the National Assembly, members of the National Nominating Committee who are present, official auditors, and guest at the Assembly.
 - a. Such candidates shall outline, in a presentation not to exceed 7 minutes, his or her vision for the Association and what she or he believes his or her role should be in accomplishing that vision.
 - b. Each candidate shall participate in a structured and moderated question and answer session before the Assembly heretofore mentioned.
 - i. Questions for this session will be determined by the nominating committee chair in consultation with the NEB. The process for developing the questions will draw on questions developed in the open call to members noted in 2.d.iv.c above.
 - c. Failure to be present will automatically disqualify the individual as a candidate.
 - d. At the end of the presentations and question and answer period above provided, if there are three or more nominees, delegates to the national assembly will be asked to rank the nominees as to their fitness to serve as National President/Board Chair by secret ballot. The results of that vote shall determine the two candidates to be presented to the membership.
 - i. In making their judgments as to fitness, delegates will be asked to consider diversity (inclusive of but not limited to professional discipline

and setting, communities of color, minority status, cultural and language perspectives, religious and spiritual beliefs, socioeconomic status, as well as sex, age, race, ethnicity, nationality, sexual orientation, gender identity, and ability. We seek to provide opportunities that enhance inclusion, build and support relationships with other NAFME committees, and encourage greater diversity within the membership and leadership of NAFME.)

- ii. Where a delegate is unable to attend, that delegate may appoint a proxy; providing that all such proxies have been approved by the Executive Committee of the board at least two weeks in advance of the vote.
- e. Tallied ballots will be reported to the National Executive Board. If the total number of votes for 1st and 2nd place is less than or equal to 50% of all votes for all candidates, then a runoff election will be held between the top three candidates. The 1st and 2nd place candidates in the runoff election will be the candidates for NAFME President-Elect. In the event of a 3-way runoff tie, runoff elections will continue until a 1st and 2nd place candidate has been determined. If the total number of votes for 1st and 2nd place is more than 50% of all votes for all candidates, then the 1st and 2nd place candidates are the candidates for NAFME President-Elect.
- vi. National President/Board Chair-elect Candidate Qualifications:
 - a. A candidate for National President-Elect/Board Chair-elect must embody a demonstrated commitment to music education and a capacity to lead which empowers the identities of all involved.
 - b. A candidate for National President-Elect/Board Chair-elect must be an Active or Life Member of NAFME and, if elected, must maintain such membership throughout the duration of their elected term.

3. Division President-elect committee and general procedures

a. Appointment

- i. The nominating committee shall be appointed by action of the Division Executive board no later than January 31 in year preceding the Division election.
- ii. The chair shall be the Division immediate past president, who shall serve as the member at large of the committee with voting rights.
- iii. In addition to the chair, as designated above, the Division Executive Board shall consider individuals nominated by each State Federated Association within the division.

b. Division Election Cycle:

- i. Elections will be held for the North Central, Southern, and Western Division Presidents-Elect in even-numbered years,
- ii. Elections will be held for the Eastern, Northwest, and Southwestern Presidents-Elect in odd-numbered years

c. Committee Criteria

- i. All six of the NAFME Division Nominating Committees shall consist of one member from each of the federated state associations in the division and one member-at-large, who will be the chairperson.
- ii. The selection process shall consider people of diverse backgrounds (inclusive of but not limited to professional discipline and setting, communities of color, minority status, cultural

and language perspectives, religious and spiritual beliefs, socioeconomic status, as well as sex, age, race, ethnicity, nationality, sexual orientation, gender identity, and ability. NAFME seeks to provide opportunities that enhance inclusion, build and support relationships with other NAFME committees, and encourage greater diversity within the membership and leadership of NAFME.)

- iii. The committee(s) shall convene at a time and place, which may be virtual, that meets the requirements of this policy.
- iv. Qualified Committee Members:
 - 1. shall be knowledgeable about the structure and function of NAFME and the Division.
 - 2. shall be serving the NAFME Division or have served the NAFME Division in some leadership capacity.
 - 3. shall be familiar with the responsibilities and duties of the office for which they are nominating the individuals.
- v. Committee Duties and Notifications:
 - 1. The Nominating Committees will provide a slate of two officers for consideration and adoption for any division election to the Division Executive Board before May 1st of the year preceding the election.
 - a. In the event that the Division Executive Board does not accept at least two individuals put forward by the nominating committee, the committee shall reconvene, as directed by the Division Executive Board an additional candidate(s) for consideration by the NEB.
 - i. This process will continue until at least two candidates have been approved by the Division Executive Board, provided however, that in the event the nominating committee is unable to offer at least two names by May 1st for presentation to the National Executive Board by the Division Executive Board, the Division Executive Board, shall add candidates until it has at least two candidates for submission to the National Executive Board at the NEB meeting immediately preceding the National Assembly.
 - ii. In the event that the National Executive Board does not accept at least two individuals put forward by the Division Executive Board, the Division President will take all necessary action to reconvene the Division Board, which may be virtual, to offer an additional candidate(s) for consideration by the NEB.
 - 1. This process will continue until at least two candidates have been approved by the NEB. Provided however, that in the event the Division Executive Board is unable to offer at least two acceptable names by September 1st of the year preceding the election for presentation to the National Executive Board, the NEB, in consultation with the Division President, reserves to itself the option to add candidates until at least two candidates are approved for submission to the membership for vote, no later than November 1st of the year preceding the election.
 - b. In selecting the slate of candidates, all six of the NAFME Division Nominating Committees and the National Executive Board shall consider people of diverse

backgrounds (inclusive of but not limited to professional discipline and setting, communities of color, minority status, cultural and language perspectives, religious and spiritual beliefs, socioeconomic status, as well as sex, age, race, ethnicity, nationality, sexual orientation, gender identity, and ability. NAFME seeks to provide opportunities that enhance inclusion, build and support relationships with other NAFME committees, and encourage greater diversity within the membership and leadership of NAFME.)

- c. In addition to soliciting names of candidates from the State Federated Associations, the Division Executive Board, through the NAFME Office of the Executive Director, shall invite the entire Division membership to submit names for consideration by the nominating committee before February 28th of the year preceding the election.
 - i. All such names submitted shall be forwarded to the Committee Chair for consideration by that committee.
 - 1. to confirm their familiarity with the responsibilities and duties involved and their willingness to serve.
 - 2. to submit the required candidate materials listed in section 3.e.
- d. The Division President on behalf of the Division Executive Board shall submit the two names to the National Executive Board no later than November 30th. Once two names are accepted, the nominations are closed.

vi. Duties of the Chair of the Nominating Committee

- 1. Contact the final nominees and secure permission for submitting their names to the Division Executive Board and the NEB,
- 2. Instruct the nominees to contact their immediate superior for approval of the time commitment involved, outlining the commitments necessary to fulfill the duties of the office.

d. Division President-elect Candidate Qualifications:

- i. A candidate for Division President-Elect must embody a demonstrated commitment to music education and a capacity to lead which empowers the identities of all involved.
- ii. A candidate for Division President-elect must be an Active or Life Member of NAFME and, if elected, must maintain such membership throughout the duration of their elected term.

e. National and Division Required Candidate Materials: Candidates shall submit the following materials for review by the corresponding Nominating Committee.

- a. A biography/curriculum vitae or resume including current position, title, and professional background**
- b. Responses to the following three questions:**
 - i. What do you see as the major challenges music education will face during your term and in what ways can you transform these into opportunities during your presidency?**
 - ii. What do you see as the major challenges the association will face during your term and in what ways can you transform these into opportunities during your

presidency?**

iii. How do you plan to advance equity/DEIA in NAFME during your term of office?**

c. An Equity Statement**

d. Leadership Statement**

i. The total word count of written response to 3.a and 3.b shall not exceed 1,000 words.

e. An electronic copy of a professional-quality preferred photo (optional)**

f. No more than five one-page letters of support from professional colleagues.

g. Candidates for National President **only** must supply a letter from their employer indicating support for the candidate assuming the responsibilities of NAFME National President and expressing willingness to execute a memorandum of understanding with NAFME, to this effect, should the candidate be elected.

*For those candidates selected to advance in the process, materials denoted with ** will be included on the NAFME website, prior to a vote of the NAFME membership.*

Scope

Nomination of candidates for National President/Board Chair-Elect and Division Presidents-Elect

Definition

- Auditors: Such State MEA Officers or Employees as shall be accepted as auditors by the National President/Board Chair
- “NEB” in this policy refers to the National Executive Board
- NASS means the National Assembly
- The word Board refers to either the NEB or the appropriate Division Executive Board
- Nominee and Candidate are interchangeable
- Convene: meet in person or virtually
- Committee as used herein means the National Nominating and Appropriate DIVISION Nominating Committee
- Attendance at NASS of National Nominating committee as referred herein does not include budgeted travel for committee members to the National Assembly. There is no obligation of NAFME to budget or provide for the committee to attend the NASS.

References

Approved By:	NEB, January 4, 2013- original date of inclusion in codified policies
Date of Last Revision:	September 27, 2022; February 25, 2021; March 30, 2019

	<p>History: Originally approved November 1982 and April 1983. Amended in April 1988 and April 1991. Revised in September 1999, March 2000; October 2002; July 2005; October 2005, September 2008, March 2011; January 2013; November 2014; January 2017; February 2021.</p> <p>September 14, 2022 – Revised and approved on September 14, 2022, in efforts to streamline and clarify procedures.</p> <p>February 25, 2021 - Revised and approved on February 25, 2021, in efforts to institute more equitable election practices and further access and inclusion within NAFME’s volunteer leadership.</p> <p>March 30, 2019- Motion carried to <i>adopt the Nominations, Presidents-Elect, National and Division policy revisions as presented</i> (Revisions to “Procedures”, Sections 1-5) Additional motion carried to <i>approve the NEB to revisit the elections and nominations policies after one full election cycle, in March 2020, to affect only the National President election.</i></p>
--	--

Title: Elections and Voting Initiatives

Rationale or Purpose

To fulfill the responsibilities of the governing documents for the election of officers to the Association and other voting initiatives.

Policy Statement

The NEB adopts the following procedures to fulfill its requirements stated in the bylaws for elections to national and division positions and voting, generally. The method of elections and general voting shall be by electronic ballot.

Procedures

1. Generally

- a. The Executive Director is required to employ a third-party provider of election services on behalf of the Association.
- b. Electronic ballots shall be prepared, listing candidates alphabetically by position.
 - i. Candidates shall provide the Office of the Executive Director with required candidate materials (as indicated in Policy I.J.001), for this purpose by 1 September of any year prior to an election year.
 - ii. In the event required candidate materials (as indicated in Policy I.J.001) are not received from any candidate by the prescribed date, the NAFME website shall indicate that required materials, (as indicated in Policy I.J.001) were not received.
 - iii. Upon confirmation that all required candidate materials, pursuant to Policy I.J.001, are received by the prescribed date, NAFME shall post to the association's website.
- c. For national and division position elections and other voting initiatives, ballots and supporting information shall be distributed not fewer than ten days nor more than sixty days prior to the voting period, to all members of record eligible to vote.
- d. For national and division position elections and other voting initiatives, the voting period shall commence on the Second Tuesday in January of the election year and shall be open for thirty calendar days, closing midnight of the thirtieth day Eastern Time. The starting and concluding dates for voting will be clearly noted.
- e. For national and division position elections, a majority of votes cast shall constitute election. For amendments to the NAFME Bylaws, an approving vote of the majority of those members who cast ballots by such means as are determined by the National Executive Board, is required. For alterations/amendments to the NAFME Constitution, an approving vote of two-thirds of those members who cast ballots, is required.
- f. Reporting of Results
 - i. The third-party provider of election services on behalf of the association shall provide NAFME legal counsel with the winning candidates/results.
 - ii. The association's legal counsel shall report the winning candidates to the National President/Board Chair. For national and division position elections, the sitting National President/Board Chair and National President-Elect will notify all candidates of the results.
 - iii. At the conclusion of an election/voting period, NAFME will report the results of any

action put to the membership for a vote. For national and division position elections, results (i.e., the names of the winning candidates) will be announced to the membership and reported publicly. A report of division voting (participation) percentages will be shared with the National Executive Board, and each Division board, while the release of raw vote count(s) to either the candidates and/or the National Executive Board, can only be authorized by a vote of the National Executive Board.

- iv. For proposed amendments to the Constitution or Bylaws, results including the percentage of votes for or against each proposed action, will be announced to the membership and reported publicly.
- v. The results will be recorded at the next meeting of the National Executive Board.
- vi. Once the minutes of the NEB meeting at which the election results are recorded are approved, the ballots and electronic voting records will be destroyed.
- g. In the case of a tie for a national or division position election, unless one candidate withdraws from the contest, the winner will be selected by a coin toss (or equally random chance selection process, to be agreed upon by all involved candidates and NAFME legal counsel). This procedure will be outlined in the online voting instructions provided to all voting members.

2. Communications

- a. Prior to a vote of the NAFME membership, NAFME will encourage members to become informed and engaged in elections for national and division positions by posting candidate materials via the NAFME website (as outlined by I.J.001), and by sharing via social media, email, and publications. Additionally, candidate National Leadership Assembly speeches and Q&A will be archived on the NAFME website and similarly shared out. Lastly, NAFME will host two National Presidential Candidate Town Hall Meetings, which will also be archived on the NAFME website, and similarly shared out. Dissemination of candidate materials, National Leadership Assembly speeches and Q&A, and Presidential Candidate Town Hall Meetings, shall always be conducted equally.
 - i. NAFME State Federated Associations are encouraged to share NAFME approved election/voting communications throughout election/voting periods. All other State Federated Association communications and activities (such as town halls) regarding NAFME elections/voting initiatives are prohibited.
 - ii. Candidates for national and division positions may share NAFME approved election/voting communications throughout election/voting periods. Prohibited candidate activities are described under section 3.b.i. of this policy.

3. Ethics

- a. Members of both National and Division Nominating Committee(s) shall not be considered as candidates for elected office.
- b. Prohibition on Candidate for National and Division Positions Campaigning:
 - i. Candidates for election to national and division positions shall refrain from campaigning activities. Prohibited campaigning activities include:
 - Soliciting or accepting funds for the purpose of supporting one's candidacy.
 - Requesting or accepting endorsements or support, either formal or informal, of any kind.
 - Initiating communication of any kind with NAFME members with the intention of campaigning.
 - Organizing, either directly or indirectly, a "get out the vote" campaign.
 - Publicly promoting one's views, disparaging an opponent, or speaking about one's candidacy beyond general acknowledgment.

- Any other “explicit” violation of the spirit of this section, as determined by the NAFME Executive Committee.
- ii. Violation of section 3.i. of this policy shall result in removal of a candidate for a national or division position from the ballot.
 - Reporting of Violations and Appeals:
 - Reports of violations must be brought forth in writing to the NAFME Executive Committee.
 - Reports of violations may only be brought forth by NAFME members.
 - After review of the reported violation, if deemed necessary, it shall be the responsibility of the NAFME Executive Committee to notify a candidate for a national or division position of an alleged violation of this section.
 - The NAFME Executive Committee may seek guidance from NAFME legal counsel in rendering a decision regarding reported violations.
 - Upon notification of a violation, the candidate for a national or division position shall have 48 hours to provide information that would mitigate against their removal from the ballot (the appeal).
 - Information provided to the NAFME Executive Committee by the candidate for a national or division position shall be reviewed on its merits.
 - The NAFME Executive Committee shall render a final decision, to be communicated first to the candidate for a national or division position, who has violated section 3.i of this policy.
- c. Compliance with NAFME elections for NAFME members, non-members, organizations both for-profit and non, NAFME State Federated Associations, their officers and staff, NAFME societies, councils, or any other legal subset or component of NAFME:
 - NAFME members, non-members, organizations both for-profit and non, NAFME State Federated Associations, their officers and staff, NAFME societies, councils or any other legal subset or component of NAFME, shall refrain from public endorsement or public/private displays of support for a particular candidate for national or division position, or participation in campaign practices that involves political campaigning or requires campaign funding.
 - Compliance oversight of the breadth of social media and beyond is an unreasonable expectation for the NAFME Executive Committee, however, the Committee will take seriously any indications of, or reports of, non-compliant activity as listed in section 3.c. and will act as reasonably possible, to mitigate.
- i. The Office of the Executive Director is directed annually to inform appropriate state officials (elected state officers, editors, managers, paid officials, and others ethically bound to protect the Association), of all provisions of the election policy.

Scope

This policy applies to all NAFME elections and voting initiatives.

Definitions

“NEB” in this policy refers to the National Executive Board.

References

Approved By:	NEB, January 4, 2013
Date of Last Revision:	September 14, 2022; October 2015; February 25, 2021

History:	<p>September 14, 2022 – Revised and approved on September 14, 2022, in efforts to prohibit candidate for National and Division positions campaigning.</p> <p>February 2021 - Revised and approved on February 25, 2021, in efforts to institute more equitable election practices and further access and inclusion within NAFME’s volunteer leadership.</p>
-----------------	---

Title: Governance Code of Conduct

Rationale or Purpose

In order to ensure smooth and appropriate governance of the Association, it is necessary to delineate a set of protocols and procedures.

Policy Statement

1. It is the policy of the Association that National Executive Board members and other members of the Association governance structure agree to the procedures provided below as a part of their fiduciary responsibility. National Executive Board members recognize that the chief function of NAFME at all times is to serve the best interests of our members and to further our mission of music education, and NEB Members will exercise whatever discretionary authority they have under the law to carry out the mission of the organization.
2. National Executive Board members shall sign a statement certifying their agreement with this policy.

Procedures

1. Meetings
 - a. General. Unless agreed upon by all participants in a meeting and supported by the president, the following applies to all meetings of the NEB, as well as to NEB subcommittees and Task Forces and to Societies and Councils. Meeting procedure will adhere to the following, except when explicitly suspended by the group. Board members agree to:
 - i. Interact in a consistently respectful and professional manner. During board meetings and in all communications members will:
 1. Present their own ideas as personal opinions, recognizing their own biases and unique contexts, and support their ideas with relevant facts or data whenever possible. Maintaining clarity and conciseness of presentation is a highly desirable form of respect
 2. Limit the frequency and length of their remarks so that all board members have an opportunity to express their opinions
 3. Attend carefully to the person who has the floor, asking clarifying questions as necessary to ensure their understanding
 4. Support efforts by the president or other person running a meeting to maintain order.
 5. Prepare for meetings by reviewing specific agenda items and the supporting materials supplied concerning them.
 6. Obtain adequate information concerning proposals to enable informed decisions.
 7. Bring to the attention of the board any issues they believe will have an adverse effect on NAFME or those we serve.
 8. Convey and interpret the needs of division members and others to the NEB including but not limited to those in their geographical areas, and the actions of the NEB to the members.
 - ii. Represent all those whom NAFME serves, even though each Division officer is elected by a particular geographic Division.
 - iii. Hold confidential specific portions of board meetings in confidence, as follows:
 1. NEB meeting are open to the membership. Some content and discussion at NEB meetings must be confidential. In such cases, the Chair will note that an issue is confidential and unless the NEB decides otherwise, all procedures and safeguards provided herein shall apply.
 2. At the conclusion of each board meeting (in-person or virtual) the chair will summarize issues for the National Executive Board that are not confidential.

- iv. Maintain in confidence all information the organization desires to keep confidential and that it treats as confidential, including issues and discussions at National Executive Board meetings that could damage individuals or the Association if shared outside the Boardroom.
- v. The obligation to maintain confidentiality continues indefinitely, not just until the board member's position expires or is terminated.
- vi. Allow the use of remote audio or video communications for all purposes in connection with any meeting within the National Executive Board's subject matter jurisdiction so long as all members of the NEB can hear each other and fully participate in NEB discussions.
- vii. Apply these protocols and procedures, policies and bylaws equally to virtual meetings:
 - 1. Grant permission by the National President/Board Chair to individual board members to participate in live meetings via audio or video communications, in which case all procedures and protocol regarding virtual meetings shall also apply to that member.
- viii. Authorize the taking of an action by written consent without a formal meeting if written consent to the proposed action is put forth and signed by all of the Directors entitled to vote on the specific issue.
- ix. Unless specifically prohibited by law, National Executive Board action may be proposed and approval given by use of electronic mail or other electronic means protected by generally accepted measures. An example of the use of this mechanism could be the solicitation of a routine, pro-forma approval of a legally mandated amendment to a benefit plan.
- x. Vote according to one's individual conviction, challenge the judgment of others when necessary, yet be willing to support the decision of the National Executive Board and work with fellow NEB members in a spirit of cooperation. Directors should recognize that the National President/Board Chair alone speaks for the National Executive Board.
- xi. Respect, uphold, implement, and support majority decisions of the National Executive Board.
- b. Virtual Meetings. NEB Members who participate virtually in a meeting agree to:
 - i. Minimize all potential distractions, such as rattling papers or background noise, which can hinder effective communication. Whenever possible, they should mute their microphone except when actually speaking. Those in a meeting room should also minimize any unnecessary noises in the vicinity of the microphone(s) in the room
 - ii. Ensure the confidentiality of virtual board meetings, so meetings are heard or seen only by members of the National Executive Board and guests invited by the National President/Board Chair.
 - iii. Introduce any participants in a virtual meeting who are not current Board members by announcing the presence of such guests as soon as they join any portion of a meeting, even when those portions of meetings have not been designated as confidential. Every member should have a clear understanding who is able to hear or see the meeting at all times.
 - iv. All participants in a virtual meeting should identify themselves when speaking and speak clearly and distinctly.
- c. Attendance at Meetings.
 - i. Board members are required to attend all NEB meetings as a condition of Board appointment. Failure to meet this requirement could result in removal from the Board.
 - ii. Nonmember guests such as outside experts can be invited to participate for part or for all of an NEB meeting when the National President/Board Chair or full board determines that such participation will make an essential and unique contribution to decision-making. Guests participating in any NEB meeting must be preapproved and invited by the National President/Board Chair and their presence and credentials announced prior to the actual meeting to the Board Members.
- 2. General Conduct as Board Members
 - a. Commitment. Board members are expected to become familiar with and committed to the major responsibilities of a governing nonprofit board:
 - i. Setting mission and purposes

- ii. Appointing the chief executive
 - iii. Supporting the chief executive
 - iv. Monitoring the chief executive's performance;
 - v. Assessing Board performance;
 - vi. Insisting on strategic planning
 - vii. Reviewing educational and public-service programs
 - viii. Ensuring adequate resources
 - ix. Ensuring good management
 - x. Preserving institutional independence
 - xi. Relating to the membership and community.
- b. Performance of Duties.
- i. Each board member will perform his or her assigned duties in a professional and timely manner pursuant to the board's direction and oversight.
 - ii. All board members should carefully prepare for, regularly attend, and actively participate in board meetings and committee assignments.
 - iii. Each board member will use his or her best efforts to regularly participate in professional development activities, and will keep well-informed about developments relevant to issues that may come before the board
 - iv. Board members shall accept and abide by the legal and fiscal responsibilities of the board as specified by NAFME's constitution, bylaws, and state statutes and regulations.
 - v. Board members must refrain from actions and involvement that might prove embarrassing to NAFME and resign if such actions or involvement develop.
 - vi. Board members shall consider themselves to be "trustees" of NAFME and do their best to ensure that the Association is well-maintained, financially secure, growing, and always operating in the best interests of those we serve.
- c. Functioning within the Association Structure.
- i. Board members will refrain from attempting to exercise individual authority over NAFME. Board Members' interaction with the Executive Director/CEO or with staff must recognize the lack of authority vested in individual directors except when explicitly authorized by the board.
 - ii. Board members are expected to learn and consistently to use designated institutional channels when conducting board business. Board members should not contact staff, other than the Executive Director/CEO or his/her designee, without the approval of the Executive Director/CEO.
 - iii. New board members are expected to devote time to learn how the institution functions—its uniqueness, strengths, and needs, and its place in the field of music education.
 - iv. Board Members are expected to exercise good judgment in their dealings with NAFME staff, members, vendors, and the general public. In particular, Board members shall not engage in or facilitate any discriminatory or harassing behavior directed toward NAFME staff, members, officers, directors, meeting attendees, exhibitors, advertisers, sponsors, vendors, or others in the context of activities relating to NAFME.
 - v. Board Members should respond to the needs of NAFME's members in a responsible, respectful and professional manner.
- d. Communication. Board members recognize that members of the Association have a right to know how their Association is operating, and that such knowledge is achieved through the process of disseminating accurate minutes in accordance with generally accepted parliamentary procedure.
- i. Recordings or transcripts of discussions during NEB meetings shall be made only with board approval. If made, their sole purpose should be to ensure accurate minutes, and they should be destroyed as soon as the minutes are approved by the NEB.
 - ii. Meeting participants are to be informed of these recordings, reminded of their purpose and subsequent method of disposition.

- e. Fiscal Support of the Association. Board members are expected to annually support the institution's fundraising efforts through personal giving in accordance with one's means, be willing to share in the solicitation of others, and participate in donor acknowledgement activities.
- f. Conflicts of interest:
 - i. Board members shall not solicit or accept gifts, gratuities, free trips, honoraria, personal property, or any other item of value from any person or entity as a direct or indirect inducement to provide special treatment to such person with respect to matters pertaining to NAFME without fully disclosing such items to the board.
 - ii. Board members shall avoid any interest or activity that is in conflict with the conduct of his or her official duties.
 - iii. Board members shall declare conflicts of interest between their personal or professional life and their position on the board, avoid using their Board membership or NAFME's staff, services, equipment, resources, or property for their personal advantage or that of their friends, relatives or other third parties, and abstain from voting or discussion when appropriate, all in accordance with NAFME's conflict of interest policy.
 - iv. No board member shall persuade or attempt to persuade any NAFME employee to leave the employ of NAFME or to become employed by any person or entity other than NAFME. No board member shall persuade or attempt to persuade any member, exhibitor, advertiser, sponsor, vendor, donor, or any other person or entity with an actual or potential relationship with NAFME to terminate, curtail or not enter into a relationship with NAFME, or to in any way reduce the monetary or other benefits to NAFME of such relationship
 - v. All engagements with outside organizations or organizational members of the NAFME family, undertaken by NEB members, where the engagements could be seen as linked to their positions on the board, should be undertaken in the context of their fiduciary responsibility to NAFME.
 - 1. Representing NAFME: NEB members who provide professional services to adult professional in-service meetings or organized association meetings shall not receive an honorarium. Keynote addresses, clinics/workshops, association board meetings, planning meetings and work sessions are opportunities for NEB members to advocate for music education, improve music instruction, provide scheduling/logistical assistance and further the audacious goal of NAFME. The contracting organization should provide travel, meals and accommodations for the NEB members.
 - 2. Representing Sponsors: NEB members who attend professional development in-service meetings, organized association meetings, or other gatherings concerned with music education for the purpose of promoting a product, professional service, or soliciting for a for-profit venture for themselves or others shall be sponsored by themselves or a company. The contracting organization shall not provide travel, meals, accommodations or other monetary considerations if, at any time, the NEB member is involved in the above-mentioned activities. Participation by the NEB member shall be billed as a sponsored presenter and not as a NAFME official. Reference to NAFME office(s) held may be included in the biography.
 - 3. Guest Conducting and Adjudicating: NEB Members who work with students and/or musicians in an honors ensemble or festival situation may receive an honorarium for their professional services to students. The conditions surrounding the receiving of an honorarium must constitute an event in which the NEB member is not representing NAFME, but is a music professional providing service to participating musicians. The schedule of an adjudicated festival, honors groups or performance event does not put the NEB member in a situation to further the goals of NAFME because the member is working with musicians and/or students.
 - 4. Integrity of the Board Member: It is the responsibility of each NEB member to assess each particular event in relationship to items #1, #2, and #3 of this section (2.f.v). An event that may be questionable should be discussed with the NAFME President, who

may later enlist the insight of other NEB members and/or NAFME Executive Director/CEO. All events to which NEB members are invited should be communicated to the NAFME President via a designated NAFME staff member.

- g. Use of NAFME Resources
 - i. Board members will not misuse NAFME property or resources and will at all times keep NAFME's property secure and not allow any person not authorized by the Board of Directors to have or use such property.
 - ii. Upon termination of service, a retiring board member will promptly return to NAFME all documents, electronic and hard files, reference materials, and other property entrusted to the director for the purpose of fulfilling his or her job responsibilities. Retired board members are not relieved of their continuing obligations of confidentiality with respect to information acquired as a consequence of his or her tenure on the Board of Directors.
- 3. Procedures for Reviewing Board Member Conduct. The Board of Directors is responsible for self-governance including the investigation of any claims of misconduct made about a director and disciplinary action for any claims of misconduct found to be valid. The board may modify these procedures for reviewing board member conduct from time to time. All members of the board consent to the implementation of the then current procedures if any claims of misconduct are made against them.
 - a. Complaints. Complaints about any officer or director may be made to the National President/Board Chair or any other officer or director of NAFME. Anyone receiving a complaint shall promptly forward it to the National President/Board Chair for investigation. Complaints about the National President/Board Chair shall be promptly forwarded to the National Immediate Past President or, in the absence of the Immediate Past President, to any other Past National President/Board Chair on the board.
 - b. Confidentiality. All complaints of misconduct will be kept confidential except to the extent necessary to conduct a thorough investigation. (For further information see item 3. *Confidentiality*, under *Code of Conduct for the Board*, pages 2-3.)
 - c. Material Violation. A material violation of the Code of Conduct is one that results in material harm to NAFME or its affiliates.
 - d. Retaliation Prohibited. Direct or indirect retaliation of any kind by NAFME or its officers, directors, employees, members, or agents against any individual who makes, initiates or is involved in the making of a complaint is strictly prohibited. This prohibition on retaliation shall be strictly enforced by the board. Complaints made with knowledge that they are false are strictly prohibited. This prohibition on the making of knowingly false complaints shall be strictly enforced by the board.
 - e. Initial Determination. Upon receipt and preliminary review of each complaint, the National President/Board Chair may conclude, in the National President/Board Chair's sole discretion, that the complaint: (a) contains factually unreliable or insufficient information, or (b) is patently frivolous or trivial. In such cases, the National President/Board Chair may determine that the complaint does not constitute a potentially actionable complaint that would justify bringing it before the committee for determination of whether there has been a material violation of the Code of Conduct. If so, such complaint shall be dismissed without prejudice by the National President/Board Chair, and the National President/Board Chair shall provide written notice to the person who submitted the complaint of its disposition. All such preliminary dispositions of complaints by the National President/Board Chair shall be immediately reported in writing to all members of the committee.
 - f. Notice of Investigation. If a complaint is deemed by the National President/Board Chair on a preliminary basis to be a potentially actionable complaint, the National President/Board Chair shall provide a written notice to the director, whose conduct has been called into question, advising the director that an investigation is being initiated. The National President/Board Chair shall also provide written notice to the person who submitted the complaint that the complaint is being reviewed by the committee.
 - g. Review of Complaint. For each complaint that the National President/Board Chair believes is potentially actionable, the National President/Board Chair shall authorize an investigation into its specific facts or circumstances to whatever extent is necessary in order to clarify, expand or corroborate the information provided in the complaint and in order to assist the committee in determining whether charges should be

brought against the director. The committee may be assisted by NAFME staff, legal counsel and outside experts, as needed, so long as all persons involved in the investigation agree to maintain the complete confidentiality of the investigation. The committee or its agents may contact the person who submitted the complaint, the director who is the subject of the charge, or any other persons who may have knowledge of the facts and circumstances surrounding the complaint.

- h. Committee Determination. The committee shall either dismiss the complaint with prejudice or prepare written charges against the director. Written charges shall explain the alleged conduct and explain why the conduct constitutes grounds for disciplinary action. The committee shall also produce a written report with the results of its investigation. The person who made the complaint shall be notified of the committee's determination but shall not be provided with a copy of any written charges or the report. The director in question shall be notified of the committee's determination. Copies of written charges and the committee's report shall be provided to the National President/Board Chair, the committee members, and the director against whom the charges were filed.
- i. Hearing. If the committee recommends charges be brought, it shall hold a hearing, in person, by telephone or video conference. The National President/Board Chair shall present the committee's report with the assistance of NAFME's legal counsel. The charged director may present a defense and may be represented by legal counsel, at his or her own expense. The National President/Board Chair shall determine the rules of evidence that shall apply to the hearing and may limit the presentation of oral or written testimony by witnesses. The charged director may waive the right to a hearing in which case the committee may deliberate based on its report.
- j. Determination of Violation. Upon completion of its investigation and the hearing, the committee shall determine by majority vote, upon a preponderance of the evidence, whether or not there has been a violation of the Code of Conduct and whether the board should impose sanctions. If the committee finds there has been a violation, the committee shall recommend an appropriate sanction. The committee's written recommendation shall be presented to the board.
- k. Imposition of Sanctions. The board shall determine, by majority vote, the appropriate sanction to be imposed on any director found to have violated the NAFME Code of Conduct. Sanctions may include a written reprimand, censure, suspension from board membership for a period of time, or permanent expulsion from the board (if the Bylaws give the board the authority to remove a director).
- l. Resignation. If a board member who is the subject of a complaint voluntarily resigns in writing his or her position on the board during the pendency of a complaint, the complaint shall be dismissed without prejudice and without any further action by the committee or the board. In the event of a resignation, the person who made the complaint shall be notified in writing of the fact and date of the resignation and that the board has dismissed the complaint without prejudice.

Scope

The conduct of individuals serving on the National Executive Board of NAFME

Definitions

Officer or Director: board member

"Board of Directors" in this policy refers to the National Executive Board.

"NEB" in this policy refers to the National Executive Board.

References

Robert's Rules of Order

Approved By:	NEB, January 4, 2013
Date of Last Revision:	June 16, 2010
History:	May 2009

Title: Representation on non-NAfME Boards

Rationale or Purpose

From time to time, individuals who serve on the NEB or have other leadership responsibilities through election or governance appointment are requested to serve as members of other organization's governance or advisory councils. In order to ensure the integrity of the association, a policy outlining the procedures and responsibilities of such individuals is enacted. National Executive Board responsibilities for NAFME requires substantial time be devoted to NAFME programs and policy development. "Outside" responsibilities therefore should be carefully and judiciously considered.

Policy Statement

The first professional voluntary responsibility of an NEB member or appointed member of governance is to NAFME. Thus, care should be taken to avoid any extraordinary demands on limited discretionary volunteer time related to other tasks. Also, the fiduciary responsibility of members of the elected leadership of NAFME may not be clouded by conflicting responsibilities. In like manner, serving on a board while maintaining an appointed position within NAFME should not constitute any conflict, perceived or otherwise.

Procedures

1. Those serving in an NAFME elected position where participation in another organization's governance is directly related to an individuals' position in NAFME, whether the participation is formally requested by the other organization or not, the following criteria should be applied;
 - a. Does the outside Board have goals that are mutually shared with NAFME and that are in furtherance of the NAFME Strategic Plan?
 - b. Is there conflict or competition with activities of the other organization and those of NAFME, real or perceived, either philosophically or operationally?
 - c. Is there measurable and substantial benefit to NAFME as an organization?
 - d. Is the arrangement completely free of any conflict of interest, or even perceived conflict?
 - e. Is it anticipated that there will be any financial obligations or expectations of NAFME (travel, etc.)?
 - f. Is the organization's service voluntary (not paid)?

In the case of a formal request for NAFME participation, the approval is by the NAFME executive committee. In cases where no formal request has been received, but an individual is asked to serve, they should apply the criteria provided above, may ask the executive committee for clarification, and will ensure that such participation does not conflict with their signed statement of conduct with NAFME.

2. Individuals holding an NAFME appointed position, but not serving in an elected position where participation in another organization's governance is directly related to an individuals' position in NAFME, whether the participation is formally requested by the other organization or not, the following criteria should be applied;
 - a. Does the outside Board have goals that are mutually shared with NAFME and that are in furtherance of the NAFME Strategic Plan?
 - b. Is there conflict or competition with activities of the other organization and those of NAFME, real or perceived, either philosophically or operationally?
 - c. Is there measurable and substantial benefit to NAFME as an organization?
 - d. Is the arrangement completely free of any conflict of interest, or even perceived conflict?

- e. Is it anticipated that there will be any financial obligations or expectations of NAFME (travel, etc.)?
- f. Is the organization's service voluntary (not paid)?

While no formal approval is required by NAFME governance, an individual should take into consideration the criteria above and seek guidance from the executive committee to ensure that no conflicts exist.

Scope

Will assume this policy is currently in practice.

Definitions

“NEB” in this policy refers to the National Executive Board.

References

Approved By:	NEB, January 4, 2013
Date of Last Revision:	NEB, April 2000
History:	(April 7-9, 2000)

Title: Stationery Policy

Rationale or Purpose

In order to perform their fiduciary responsibilities, individuals in governance using the NAFME logo and other service marks on letterhead, on business cards, or elsewhere, must follow appropriate rules to avoid exposing NAFME to liability.

Policy Statement

It is the policy of the Association that all governance individuals who receive NAFME stationery or business cards, or who are allowed to use the NAFME logo or other marks in any form, including electronic artwork, sign an agreement that they will use the logo or marks in a manner that is consistent with all association policies and that does not place the Association in legal jeopardy.

Procedures

1. The design of all stationery, business cards, and electronic artwork shall be consistent with the Association's style guide. No materials will be designed by individuals in governance. The titles used on all such material shall be the appropriate governance title for the position held.
2. Providing materials:
 - a. The Office of the Executive Director/CEO shall make available to all members of the NEB stationery, business cards, and access to electronic artwork of the Association.
 - b. The Office of the Executive Director/CEO, on request, shall make available to chairs of the societies and councils stationery, business cards, and access to electronic artwork of the Association.
 - c. The Office of the Executive Director/CEO, on request, shall make available to chairs of the editorial committees of the Association stationery, business cards, and access to electronic artwork of the Association.
 - d. The National President/Board Chair may authorize an individual who is performing an essential function on behalf of the association to use the NAFME logo and marks, in this case, once authorized by the National President/Board Chair, the Office of the Executive Director/CEO shall make available to those individuals stationery, business cards, and access to electronic artwork of the Association.
3. Items:
 - a. Business cards will be provided in printed form
 - b. Stationery:
 - i. The National President/Board Chair will receive both printed and electronic stationery.
 - ii. All other members of the NEB will receive electronic stationery.
 - iii. All other categories above will receive stationery in electronic form
4. Memorandum of understanding.
 - a. At the recommendation of legal counsel, governance individuals shall be required to sign a memorandum of understanding on the use of stationery, business cards, and electronic artwork. The Office of the Executive Director/CEO will prepare said memorandum in consultation with counsel to ensure legal sufficiency.
 - b. No items covered by this policy will be provided to any individual who does not sign the memorandum of understanding.
5. Sequence:
 - a. In May of each year, individuals covered by this policy will be notified of the opportunity to receive stationery, business cards, and electronic artwork.

- b. Individuals requesting this material shall be sent a memorandum of understanding for signature
- c. On receipt of the signed memorandum, the materials shall be prepared and sent.

Scope

1. This policy covers all members of the NEB, and all other governance leaders on Societies or Councils, Task Forces, or other committees who may from time to time be allowed to use the NAFME logo and other marks. This also covers the use by those individuals of the logo or other marks when granted access to portions of the NAFME web site.
2. This does not cover NEB observers.

Definitions

“NEB” in this policy refers to the National Executive Board.

References

Approved By:	NEB, January 4, 2013
Date of Last Revision:	March 2002
History:	March 8-10, 2002; revised 2011 with minor revisions which were accepted by consent.

Title: Governance and Volunteer Travel

Rationale or Purpose

To provide a standard set of practices for governance individuals to know and understand reimbursement for travel and related costs.

Policy Statement

It is the policy of the Association to reimburse National and Division officers and volunteers for travel expenses appropriate to the office or official function attended on behalf of the Association, or for their attendance and participation in official duties associated with his or her office or task. Reimbursement amounts shall be consistent with the amounts provide herein and shall be within the constraints of the Association budget.

Procedures

1. General
 - a. The Office of the Executive Director/CEO shall produce a travel reimbursement form consistent with the National Executive Board's policies.
 - b. Travel expenses, with appropriate receipts, shall be submitted to the Office of the Executive Director/CEO along with the reimbursement form, normally within 14 days of the date of travel. That office shall ensure that the expenses are within the established policy, authorize reimbursement, and remit reimbursement to the appropriate party in a timely manner.
 - c. The expense reimbursement form must be accompanied by receipts for all expenses.
 - i. Any expense without a receipt will not be reimbursed unless approved by the NAFME Executive Director/CEO or his/her designee.
 - ii. Valid receipts are to be either the original or a clear legible copy and must accompany the expense voucher. Credit card statements alone are not acceptable receipts.
 - iii. Maid and valet tips do not require a receipt.
 - d. Individuals receiving reimbursement may authorize that such reimbursement be contributed to the Association or to the Give a Note Foundation.
 - e. The Association shall provide a travel accident insurance policy, which includes \$200,000 for accidental death and \$200,000 for medical expenses while traveling on official Association business.
2. Personal Auto use
 - a. Mileage in a personal vehicle shall be reimbursed at the IRS stipulated rate, as established on July 1 of each year.
 - b. Mileage in lieu of air travel is to be reimbursed only if the total expense (mileage, tolls, parking) is less than or equal to the air fare described in this policy.
3. Air/rail travel
 - a. Travel by air shall be reimbursed at the lowest prevailing rate, normally 21 days or more prior to departure, unless extenuating circumstances exist.
 - i. Such extenuating circumstances shall be approved prior to the purchase of tickets by the Office of the Executive Director/CEO.
 - ii. Traveler is responsible for taking advantage of discounts for advanced booking if available.
 - iii. NAFME does not reimburse for upgrades, premier seating, change fees, or seating assignments when a fee is attached, unless approved in advance by the Office of the Executive Director/CEO.

- b. Baggage fees. NAFME will not reimburse checked baggage fees when NAFME business does not require a stay of less than three nights. NAFME will reimburse fees for one checked bag if NAFME business requires a stay of three or more nights. NAFME will only reimburse the discounted checked baggage fee available by checking in online 24 hours in advance of the flight. When calculating the best option for airfare, passenger is to take into account these baggage fees, which vary greatly by airline.
4. Local travel. Busses, shuttles, rail and other forms of mass transit are to be used when traveling to and from airports. If cost efficient, other modes of transportation, such as taxis and personal auto, may be used.
5. Hotel Accommodations:
 - a. NAFME will reimburse based on the standard single room rate and applicable taxes only.
 - b. When accompanied by spouse or guest, NAFME will pay the single room rate and proportional taxes.
 - c. When NAFME provides a hotel block for meetings, conferences, etc., the traveler is required to use the block; provided however, that NAFME will reimburse for hotel accommodations outside the hotel block, when authorized by the Executive Director/CEO or designee.
 - d. NAFME will reimburse only for reasonable tips (e.g., \$2 per night for housekeeping staff; \$1 per bag handled)
6. Meals. Meals shall be reimbursed up to the highest prevailing GAO per diem rate as of July 1 for each year.
 - a. This is not to be interpreted as a per diem, but rather to cover the actual costs of individual meals.
 - b. If a joint meal is authorized, names of other parties and the purpose of the gathering must be provided.
 - c. These allowances are to include a tip of up to 20 percent to the server.
7. Miscellaneous Expenses: Authorized Business Expenses for photocopies, postage and other miscellaneous expenses must be accompanied by both a receipt and an explanation of the charge specifying the purpose. Phone Calls for business purposes will be reimbursed. The NAFME traveler is expected to use the least expensive means available when making phone calls while traveling. When calling the NAFME office use the 800 number.
8. Expenses not Covered: The following expenses, unless specifically authorized by the NAFME Executive Director/CEO or his/her designee will not be reimbursed by NAFME: auto rental; auto rental insurance; alcoholic beverages; expenses without receipts; flight or other common carrier insurance; in room movies & mini-bars; doormen, bellmen, sky caps, etc.; (unless the tip is to cover baggage/boxes to be used in presentations or other preapproved NAFME materials) internet access; lodging and meals when traveling via personal auto in lieu of traveling by common; meals when NAFME provides meals such as banquets or meals at meetings; personal phone calls; traffic fines and parking tickets of any kind; valet service, laundry, dry cleaning, etc.; health clubs and other similar services; and personal travel companion's expenses.
9. State visits by NEB members
 - a. Division presidents are funded for travel for up to one trip to each state MEA in their Division during the biennium of their term. This does not include their home state. Additional visits are to be supported by the state association; invitations may be solicited for these visits.
 - b. The National President/Board Chair is funded for travel for up to one visit to each state MEA during the biennium of his or her term.
 - i. The National President/Board Chair is not to visit any given state MEA in the same year in which the Division President appears.
 - ii. The National President/Board Chair will be given priority in scheduling these visits.
 - iii. Where the National President/Board Chair is not available for a visit to a given state, he or she may ask another National Officer to represent the Association in this way.
 - c. Funded visits by NEB members to state MEAs must include significant contact with a significant number of constituents. Visits in which the officer serves only to introduce a speaker or performance group, or attend a dinner will not be funded.
 - d. States will furnish funding for room and meals for the NEB member.

Scope

Travel by National and Division officers and by Volunteers on Association business.

Definitions

“NEB” in this policy refers to the National Executive Board.

References

- Policy I.B.001, Division Officer Responsibilities; 1.g state visits, regarding limitations on reimbursements for Division Presidents to state conferences.

Approved By:	NEB, January 4, 2013
Date of Last Revision:	June 23, 2012
History:	In June 2012 by consensus the NEB asked for a donation line to GAN be added to the travel reimbursement form.

Title: Conflict of Interest Policy for Societies and Councils

Rationale or Purpose

This conflict of interest policy sets forth the procedures to be followed in connection with conflicts which arise between the interests of NAFME Societies and Councils, and the personal or business interests of individuals associated with the Societies and Councils, as well as certain related issues. This policy is intended to supplement, but not to replace, any laws governing conflicts of interest which are applicable to non-profit corporations. Further, it is intended that this policy will be interpreted and implemented to assure compliance with the requirements under Section 501(c)(3) of the Internal Revenue Code and its regulations as they now exist or as they may hereafter be amended.

Policy Statement

The National Association for Music Education ("NAfME") is dedicated to the advancement of music education. As a District of Columbia non-profit corporation, NAFME believes that it is essential for the members of NAFME's Societies and Councils to act in a way that avoids conflicts of interest.

Procedures

A. Conflict of Interest

- i. Members of Societies and Councils shall not solicit or accept gifts, gratuities, free trips, honoraria, personal property, or any other item of value from any person or entity as a direct or indirect inducement to provide special treatment to such person with respect to matters pertaining to NAFME, and/or its Societies and Councils, without fully disclosing such items to the National Executive Board ("NEB").
- ii. Society and Council Members shall avoid any interest or activity that is in conflict with the conduct of their official duties.
- iii. Society and Council Members shall declare conflicts of interest between their personal or professional life and their position on the Society or Council, avoid using their Society or Council membership or NAFME's staff, services, equipment, resources, or property for their personal advantage or that of their friends, relatives or other third parties, and abstain from voting or discussion when appropriate, all in accordance with this conflict of interest policy.
- iv. No Society or Council Member shall persuade or attempt to persuade any NAFME employee to leave the employ of NAFME or to become employed by any person or entity other than NAFME. No Society or Council Member shall persuade or attempt to persuade any member, exhibitor, advertiser, sponsor, vendor, donor, or any other person or entity with an actual or potential relationship with NAFME to terminate, curtail or not enter into a relationship with NAFME, or to in any way reduce the monetary or other benefits to NAFME of such relationship.
- v. All engagements with outside organizations or organizational members of the NAFME family, undertaken by Society and Council Members, where the engagements could be seen as linked to

their positions on the Society or Council, should be undertaken in the context of their fiduciary responsibility to NAFME and the respective Society or Council.

1. Representing NAFME: Society and Council Members who provide professional services to adult professional in-service meetings or organized association meetings shall not receive an honorarium. Keynote addresses, clinics/workshops, state association board meetings, Society and Council meetings, and planning meetings and work sessions are opportunities for Society and Council Members to advocate for music education, improve music instruction, provide scheduling and logistical assistance, and further the audacious goal of NAFME. The contracting organization should provide travel, meals and accommodations for the Society and Council Members.
2. Representing Sponsors: Society and Council Members who attend professional development in-service meetings, organized association meetings, or other gatherings concerned with music education for the purpose of promoting a product, professional service, or soliciting for a for-profit venture for themselves or others shall be sponsored by themselves or a company. The contracting organization shall not provide travel, meals, accommodations or other monetary considerations if, at any time, the Society or Council Member is involved in the above-mentioned activities. Participation by the Society or Council Member shall be billed as a sponsored presenter and not as a NAFME Society or Council official. Reference to Society and Council office(s) held may be included in the biography.
3. Guest Conducting and Adjudicating: Society and Council Members who work with students and/or musicians in an honors ensemble or festival situation may receive an honorarium for their professional services to students. The conditions surrounding the receiving of an honorarium must constitute an event in which the Society or Council Member is not representing NAFME or the respective Society and Council, but is a music professional providing service to participating musicians. The schedule of an adjudicated festival, honors groups or performance event does not put the Society or Council Member in a situation to further the goals of NAFME or its respective Society or Council because the member is working with musicians and/or students.
4. Integrity of the Society or Council Member: It is the responsibility of each Society or Council Member to assess each particular event in relationship to items #1, #2, and #3 of this section (Section v). An event that may be questionable should be discussed with the NAFME President, who may later enlist the insight of other NEB members and/or the NAFME Executive Director/CEO & CEO. All events to which Society and Council Members are invited should be communicated to the NAFME President via a designated NAFME staff member.

Scope

This conflict of interest policy applies to the following persons:

- i. Individuals serving on the governing boards of the Societies; and
- ii. Individuals serving on the Representative, Program and Advisory Councils; and

- iii. Individuals serving on the Ad Hoc, Task Forces and other Committees or like bodies established by the NEB to foster the work of the Association

(Collectively, “Members of Societies and Councils” or “Society and Council Members” or “Society or Council Member” or Individuals serving on the representative Councils when applicable).

Definitions

The term societies and councils applies to all individuals serving on such bodies including Ad Hoc, Task forces, and such other committees or like bodies established by the NEB

NEB means National Executive Board of the Association

References

Approved By:	NEB, June 2014
Date of Last Revision:	
History:	First policy specifically applied to governance sub entities other than the NEB

Title: Executive Director/CEO/Chief Executive Officer Evaluation

Rationale or Purpose

The Executive Director/CEO/Chief Executive Officer (“Executive Director/CEO”) shall be selected by the NAFME National Executive Board. The National Executive Board shall prescribe his or her duties and compensation, and have full control of his or her acts as Executive Director/CEO.

Policy Statement

The NAFME NEB will conduct an annual performance appraisal of the Executive Director/CEO. The NEB established this performance appraisal system to ensure:

1. A process of planning and reviewing the performance of the Executive Director/CEO,
2. A means of demonstrating organizational stewardship and accountability to stakeholders,
3. A means of maintaining alignment between goals set and achievements reached,
4. An element of decisions about compensation, and
5. A means of determining the need for further professional development, education, or training.

Procedures

Process:

1. The appraisal of the Executive Director/CEO shall be completed by the NAFME Executive Committee with input and consultation by the NEB.
 - a. The NAFME President, as chair of the Executive Committee, will serve as the chair of the Appraisal Committee.
 - b. The appraisal will be effectively ongoing, involving the following after each NEB meeting:
 - feedback from the Executive Committee given to the Executive Director
 - summary notes from the Executive Director to the Executive Committee on current accomplishments and challenges
 - c. The appraisal will be finalized annually at a face-to-face meeting of the National Executive Board.
2. The appraisal shall be based on:
 - a. Level of success in achieving the Association’s programmatic goals as set forth in the Budget and Strategic Plan document. Success will be determined by analysis of quarterly reports supplied by the Executive Director (the “consolidated reports”), with further information on programs derived from any questions posed by board members about those reports.
 - b. Level of success in achieving other goals specified by the National Executive Board and listed in the minutes of the Board’s meetings.

- c. Level of success in adhering to the Association’s budget by managing staffing and other direct expenditures and by monitoring income (maximizing income where income streams can be found that are supportive of the Association’s stated mission and goals). Information on success in managing staff will be gathered by
 - an anonymous survey of staff
 - a report to the Executive Committee from the HR consultant engaged by the Association.
3. Compensation action may be independent of the appraisal; however, the pay decision should not be in contradiction of the “message” of the appraisal.
4. A copy of the appraisal will be placed in the Executive Director/CEO’s personnel file.

Scope

As part of the responsibilities of the NEB, the scope of this policy covers the annual evaluation of the Executive Director/CEO.

Definitions

The Executive Director/CEO is the senior operating officer of an organization/association. The Executive Director/CEO titles (EDs) are frequently reserved for the heads of non-profit organizations, and their duties are similar to a chief executive officer’s (CEO) duties of a for-profit company. The Executive Director/CEO is responsible for the day-to-day management of the organization, working with the National Executive Board of Directors, and operating within a budget.

“Board of Directors” in this policy refers to the National Executive Board.

“NEB” in this policy refers to the National Executive Board.

References

Approved By:	NEB, January 4, 2013
Date of Last Revision:	March 29, 2019

History: Original November 18-20, 1982.

November 9, 2018-NEB meeting: motion carried to *direct staff to update policy to reflect that any review of the executive director regarding evaluation and contract only be done at in person board meetings.*

March 29, 2019-NEB meeting: Motion carried to *adopt the Executive Director evaluation policy revision as presented.* Policy reflects the changes outlined in the November 2018 motion.

II.A.002

Title: Executive Director/CEO Authorizations

Rationale or Purpose

The National Executive Board has employed a chief executive officer for the purpose of fulfilling its policies and handling the day to day business relationships of the Association with other organizations and employees, consistent with national, state, and local laws, rules, and regulations, and consistent with the contract with the Executive Director/CEO (chief executive officer).

Policy Statement

1. It shall be the policy of the Association that the Executive Director/CEO shall be solely responsible for the hiring, termination, supervision, promotion, and compensation of all employees of the Association (except the Executive Director/CEO), within budgetary constraints determined by the National Executive Board and/or the Executive Committee.
2. The Executive Director/CEO is empowered to enter into contracts, agreements, and MOUs consistent with Association policies, including but not limited to financial, employment, partnership, and day-to-day business operations of the Association.
3. The Executive Director/CEO may delegate such authority in whole or in part to one or more other Association employees.

Procedures

The Office of the Executive Director/CEO shall establish appropriate practices, including an employee manual consistent with the National Executive Board's policies and Federal, State, and Local laws, rules and regulations, to meet this policy.

Scope

Activities of the Executive Director/CEO

Definitions

Executive Director/CEO is defined as the Executive Director/CEO (Chief Executive Officer)

References

2012 NAFME Constitution and Bylaws, Bylaw V. Section 1

Approved By:	NEB, January 4, 2013
Date of Last Revision:	Ratification of Constitution & Bylaws Revision 2012
History:	2012 NAFME Constitution and Bylaws, Bylaw V. Section 1 See Policy II.A.001 2014 NEB Adopts Banking Resolution actualizing the above policy.

Title: Executive Director/CEO Maintenance of Policy Book

Rationale or Purpose

In order to fulfill the NEB's oversight responsibilities, it is necessary that the policies be collated and maintained in a form that provides the NEB with all the appropriate materials in one form.

Policy Statement

It is the Executive Director/CEO's responsibility to maintain an NEB policy book, which shall be a compilation of the policies and as appropriate policy related actions of the National Executive Board, consistent with the guidelines provide below

Procedures

1. Guidelines:
 - a. The policy book shall contain all policy statements and actions applying and otherwise related to policy formulation and interpretation in a single format.
 - b. Once each year, a copy of the policy handbook shall be provided to the NEB in an appropriate form.
 - c. It shall be the responsibility of the Office of the Executive Director/CEO to maintain an archival copy of the policies and policy handbook as part of the Association's official records.

Scope

NAfME Policy Book

Definitions

"NEB" in this policy refers to the National Executive Board.

References

Approved By:	NEB, January 4, 2013
Date of Last Revision:	NEB, November 1999
History:	Nov 1999

II.B.001

Title: Annual Leave

Rationale or Purpose

The National Executive Board has authorized the Executive Director/CEO to establish and enforce personnel policies. Regarding annual leave, the NEB has established additional policies consistent with NAFME policy in general and with Generally Accepted Accounting Principles.

Policy Statement

It is the policy of the Association that unused earned annual leave is accrued by each employee. However, any accrued annual leave in excess of 300 hours not used by January 1st of each year will be lost. Time extensions will not be approved.

Procedures

1. Annual leave shall be shown as a liability rather than listing on the fund balance for the Association. All audit statements shall show the liability on the balance sheet.
2. A reserve shall be in place to reflect retained earnings for accrued annual leave. This reserve shall be adjusted at the end of each accounting period to reflect the maximum accrued annual leave at that time.

Scope

Annual leave for Association Employees.

Definitions

“NEB” in this policy refers to the National Executive Board.

References

Approved By:	NEB, January 4, 2013
Date of Last Revision:	November 6-8, 1992
History:	June 19-21, 1980; August 13-17, 1973

Title: Equal Opportunity Employer

Rationale or Purpose

The National Executive Board has authorized the Executor Director/CEO to establish and enforce personnel policies. Regarding annual leave, the NEB has established additional policies consistent with NAFME policy in general and with Generally Accepted Accounting Practices.

Policy Statement

Equal Employment Opportunity has been, and will continue to be, a fundamental principle at NAFME. NAFME's policy is to provide equal employment opportunity to all qualified applicants and employees regardless of their race, color, religion, sex, age, national origin, physical or mental disability, sexual orientation, veteran status, status as a special disabled veteran, or any other protected criteria as established by law. This policy applies to all policies and procedures relating to recruitment and hiring, training, promotion, compensation, benefits, transfer, layoff, termination and other terms and conditions of employment. Employment decisions at NAFME are based solely upon relevant criteria, including an individual's capabilities, qualifications, training, experience and suitability.

Discrimination, harassment and retaliation against those who, in good faith, report discrimination or harassment is prohibited in accordance with NAFME policies. NAFME will maintain confidentiality as to complaints of discrimination and harassment as well as investigations into such complaints as confidential as possible.

The Human Resources Unit has overall responsibility for this policy and maintains reporting and monitoring procedures. Appropriate disciplinary action, up to and including termination, will be taken against any employee who willfully violates this policy.

NAFME has an established policy to recruit, train, hire, and promote in all job classifications without regard to race, color, age, religion, sex, or national origin, physical or mental disability, sexual orientation, veteran status, status as a special disabled veteran, or any other protected criteria as established by law.

The objective of this policy is to obtain individuals qualified and/or trainable for positions on the basis of job-related standards of education, training, experience, or other qualifications. NAFME also insists that all matters related to recruiting, hiring, training, compensation, benefits, promotions, transfers, company-sponsored educational, social, and recreational programs, and all treatment on the job be free of discriminatory practice. Discrimination, harassment and/or retaliation against those who, in good faith, report discrimination or harassment are prohibited in accordance with NAFME policy

Procedure

The Office of the Executive Director/CEO shall establish appropriate employment practices to meet this policy.

Scope

All employees and applicants for employment within the Association.

Definitions

"NEB" in this policy refers to the National Executive Board.

References

Approved By:	NEB, January 4, 2013
Date of Last Revision:	NEB, June 2015
History:	June 12-14, 1975

Title: Staff Retirement, Rule of 80

Rationale or Purpose

To recognize the contributions of those employees who have served the Association over extended periods, it is appropriate that NAFME maintain a long-tenured employees' sick leave payout benefit.

Policy Statement

It is the policy of the Association that, subject to the limitations expressed in this policy, all regular employees whose age plus years of service is 80 or more, who terminate employment with NAFME for any reason except for cause, shall be eligible for payout of their accrued sick leave at the time of termination.

Procedures

1. The Office of the Executive Director/CEO, on termination of an employee, will determine if that employee is eligible for the benefit covered in this policy. Where an employee is eligible, the Office of the Executive Director/CEO shall arrange for payment of the benefit to that employee.
 - a. Payment will be made once the final timesheet has been submitted and the final sick leave balance has been calculated.
 - b. For the purposes of this benefit, total years of service shall be calculated for all employment where any break of service does not exceed one year. Returning employees whose break of service exceeds one year will be credited only with the continuous service beginning on the date of the return to NAFME and culminating in their final termination.
2. The following payout limitations shall be observed:
 - a. Age plus tenure = 80-84 200 hours
 - b. Age plus tenure = 85-89 375 hours
 - c. Age plus tenure = 90-94 550 hours
 - d. Age plus tenure = 95-99 725 hours
 - e. Age plus tenure 100 or greater 900 hours
3. The dollar value of each sick leave hour to be paid out will be calculated as follows: Gross Annual Salary at Termination divided by the number of hours the individual employee is expected to work annually.
 - a. For full time employees this number is 1950 (37.5 hours/week x 52 weeks annually).
 - b. For part time employees this factor is calculated by the number of work hours expected per week multiplied by 52.

Scope

Employees whose age plus years of service is 80 or above.

Definitions

References

Approved By:	NEB, January 4, 2013
Date of Last Revision:	June 30, 2010
History:	

III.A.001

Title: NAfME Budget

Rationale or Purpose

An outline of the proposed income and expenses for each fiscal year is necessary for the smooth functioning of the association. No organization can serve the needs of its members without the financial resources to achieve its stated goals.

Policy Statement

The Association shall have a biennial budget built on best business practices, which outlines a plan for revenue and expenditures consistent with the adopted strategic plan. The primary financial responsibility of the National Executive Board is to maintain the fiscal integrity of the association.

Procedures

The Office of the Executive Director/CEO shall cause to have prepared for the Finance Committee a biennial budget that reflects the Association's ability to achieve its strategic plan and submit the proposal to the Finance Committee no later than May 1 preceding each year.

1. Provision shall be made to seek constituency member and general NEB input in the preparation of the budget.
2. NAFME shall follow accepted business practices in the preparation of the biennial budget. Among these practices will be the allocation of net indirect costs across cost centers.
3. The proposed budget shall include a multi-year analysis of financial issues necessary for the finance committee to make an appropriate judgment on the proposal.
4. Revenue projections will be presented to the finance committee and based on historical financial performance as well as projected growth income.
5. Projected fixed costs, including employee compensation, facility expense, utility costs, insurance costs, etc., shall be provided to the finance committee.
6. The material presented the finance committee shall include variances from the previous budget cycle.
7. It shall be the goal of the Association to maintain reserves equaling 100 percent of the previous year's operating budget. Any provision in any budget specifying reserves at under 50 percent must be specifically approved by the NEB.
8. The projected operating budget shall be in balance each year. The Office of the Executive Director/CEO will make regular (at least quarterly) reports to the NEB, pointing out any large projected variances from the budget as adopted.
9. Budget may include multi-year financing of any program, project, event, or campaign.
10. Annually funds will be transferred from the reserve fund to the operating account to cover the costs of life member services.
11. The Association shall maintain a restricted technology fund. The fund shall be established by annually allocating \$3 from the annual dues of active member and a proportional amount from collegiate, retired, and spousal members. The fund shall be used to replenish the reserve expended for the enhancement of technology and act as a continual resource for technology upgrades.
12. The Association shall maintain a restricted fund for support of a biennial SMTE Symposium on Music Teacher Education and related expenses. All registration fees and other income from the Symposium shall be deposited to this fund. All expenses from the Symposium shall be paid from this fund. Any balance remaining after each Symposium shall remain in the restricted fund for use toward the next Symposium.
13. The Finance Committee shall present the proposed budget to the NEB for final approval no later than June 15

of each year.

14. Copies of the NEB-approved budget will be posted on the Association’s website.

Scope

This policy covers the preparation and reporting of the NAFME budget.

Definitions

“NEB” in this policy refers to the National Executive Board.

References

Approved By:	NEB, January 4, 2013; NEB, May 6, 2020
Date of Last Revision:	May 26, 2022
History:	<p>September 26, 2023-NEB passed motion to change budget cycle from annual to a biennially model</p> <p>May 26, 2022 – NEB passed motion to include the SMTE Conference in the NAFME Budget upon approval of the SMTE Conference Policy.</p> <p>May 6, 2020-NEB passed motion changing budget cycle from biennially to annually.</p> <p>November 6-8, 1998 policy established</p>

III.B.001

Title: NAfME Finances

Rationale or Purpose

The organization's financial viability requires a set of finance best practices to ensure confidence by the membership and to meet all Federal, State and Local laws, rules, and regulations and standard accounting principles.

Policy Statement

It is the policy of the Association to maintain sound financial practices necessary for the smooth functioning of the Association and to meet all federal, state, and local laws, rules, and regulations.

Procedures

3. Calendar: The Association's fiscal year shall begin July 1 and end the following June 30. The fiscal year will be named as the calendar year in which it ends.
4. Life Membership Funds: All funds obtained through life membership shall be place in the reserve fund.
5. Establishment of permanently or temporarily restricted funds: The National Executive Board may establish such restricted funds as it deems necessary and appropriate to the sound functioning of the Association.
6. Authorization: The Office of the Executive Director/CEO is authorized to establish such administrative financial policies as shall be necessary to the sound functioning of the Association, consistent with the budget, these policies, and applicable laws, rules, and regulations.
 - a. The Office of the Executive Director/CEO is specifically authorized to execute necessary documents on behalf of the Association to borrow from Association investments or from a financial institution ("Lender"), at commercially reasonable rates and terms a principal sum of up to \$1,500,000 outstanding at any one time.
7. The Office of the Executive Director/CEO shall report quarterly to the Finance Committee on the financial position (balance sheet, profit and loss statement, and budget control) of the Association.
8. The Office of the Executive Director/CEO shall provide at each National Executive Board meeting the current summary balance sheet and summary Profit and Loss statement for the Association.
9. Financial assistance to constituencies: the general practice of the Association is not to loan funds to auxiliary, associated, or federated entities of the association.
 - a. In consideration of exigent financial circumstances, the NEB, on recommendation of the Finance Committee, may establish financial assistance to a federated state organization.
 - b. Prior to making such a decision, the Office of the Executive Director/CEO shall present to the Finance Committee and the NEB sufficient information indicating the worthiness of the financial commitment, the circumstances considering the same, and a determination that the organization receiving the loan is likely to repay the monies extended.
 - c. When such a loan is extended, the Office of the Executive Director/CEO shall report on a monthly basis to the Finance Committee regarding the status of the loan.
10. Audit: the Association shall have an annual audit performed by a licensed CPA firm.
 - a. Upon recommendation of the Executive Committee, the NEB shall approve the appointment of the auditor.
 - b. The organization shall consider a different auditing entity at least every five years.
11. The annual Federal form 990 tax return shall be presented for review by the NEB prior to filing. After filing, the form shall be posted on the Association web site along with the Federal form 990T and the Virginia form 500.

12. The Association shall maintain appropriate general liability insurance, D&O (Director and Officer) insurance, and such other policies as shall be determined by the Executive Director/CEO to be (a) essential for the smooth functioning of the Association or (b) required by law.

Scope

Review of auditor's appointment shall be made with the knowledge that the current auditor was appointed June 30, 2010.

Definitions

"NEB" in this policy refers to the National Executive Board.

References

Approved By:	NEB, January 4, 2013
Date of Last Revision:	June 2015
History:	Borrowing against investments approved NEB minutes for May 19, 2014.

Title: Investment Policy

Rationale or Purpose

To provide guidance for the investment of funds held by the Association.

Operating Funds: The purpose of the Operating Fund is to provide sufficient cash to meet the financial obligations of NAFME in a timely manner for the normal operations of the Association.

Reserve Fund: The purpose of the NAFME Reserve Funds is to conservatively grow capital for future Association needs while maintaining minimal liquidity in the case of unexpected requirements. The Reserve Funds consist of one fund normally referred to as NAFME Reserve Investment Fund.

Policy Statement

It is the policy of NAFME to increase its reserve fund to and maintain it at a market value of not less than 100 percent of the Associations' annual operating budget.

Procedures

1. General provisions
 - a. The Investment Policy Statement shall be reviewed and approved annually by the National Executive Board of Directors (Board of Directors) as part of the annual budget approval process. See Appendix A for the Investment Policy Statement.
 - b. In order to ensure that the Investment Policy Statement is consistent with the current mission of NAFME and accurately reflects the current financial condition of the Association the Executive Director/CEO in conjunction with the Finance Committee will review the Investment Policy annually and recommend revisions to the Board of Directors as needed.
 - c. Investment Advisor(s): It is anticipated that from time to time the services of a registered investment advisor(s) may be sought to assist in managing portions of NAFME funds. The following procedure shall be followed to engage a new or replace a current registered investment advisor(s):
 - i. The Executive Director/CEO will recommend the hiring or replacing of an investment advisor(s) to the Finance Committee who will recommend to the Board of Directors who shall have final approval.
 - ii. The investment advisor(s) will be selected based on the following criteria: investment philosophy, historical performance, experience of key personnel, and financial viability.
 - iii. The same procedure shall apply for both individually managed account and mutual funds.
 - iv. The investment advisor(s) will have discretion over equity selection and diversification consistent with NAFME's stated investment objectives, risk tolerance, asset allocation, liquidity requirements and restrictions as set forth in this Investment Policy. NAFME will track selections and pose questions whenever selections seem to run contrary to policies set forth in this Investment Policy Statement. NAFME reserves the right to disapprove of any transactions.
 - v. The investment advisor(s), except for the alternative investment allocations, is prohibited from investing or engaging in: private placements, letter stock, options, securities whose issuers have filed a petition for bankruptcy, short sales, margin transactions, any speculative investment activities, commodity transactions, direct investments in real estate, loan money, or permit the lending, mortgage, pledge, or hypothecation of any asset.
 - vi. The investment advisor(s) will provide to the Chief Financial Officer, monthly reports on the

value of all investments held and a listing of investment transactions for the month. Additionally, the investment advisor(s) will make the investment account information available on-line thru secure internet access.

vii. Appointment of investment advisors: The appointed investment advisors of NAFME are:

a. Operating Funds: Federally Insured Savings Network
4800 Montgomery Lane, Suite 880
Bethesda, MD 20814-3459
240-497-0400

b. Reserve Funds: KDM Group - Merrill Lynch
1850 K Street, NW, Suite 700
Washington, DC 20006-2207
202-659-7323

viii. Investment Advisor(s) Performance Review and Evaluation:

The performance of the total portfolio, as well as the individual investment / asset class components will be measured against the benchmarks described above. Consideration shall be given to the extent to which the investment results are consistent with the investment objectives, goals and guidelines as set forth in this Investment Policy Statement.

The Executive Director/CEO in consultation with the Finance Committee will evaluate the performance over at least a three-year period, but reserves the right to move to terminate the investment advisor(s) at any time for any reason including the following:

1. Investment performance that is significantly less than anticipated given the discipline employed and the risk parameters established or unacceptable justification of poor results.
2. Failure to adhere to any aspect of this Investment Policy Statement including communication and reporting requirements.
3. Significant qualitative changes to the investment advisor(s) organization.

Investment advisor(s) shall be reviewed annually regarding performance, personnel, strategy, organizational and business matters, and any other qualitative factors that may impact their ability to achieve the desired investment results.

d. Investment Guidelines: The investment policies and restrictions presented in this Investment Policy Statement serve as a framework to achieve the investment objectives at a level of risk deemed acceptable. See the Investment Policy Statement, Appendix A.

e. Asset Allocation Targets:

See the Investment Policy Statement, Appendix A.

2. Operating Fund

- a. The investment objectives of the Operating Fund are as follows:
 - i. Preservation of capital.
 - ii. Liquidity.
 - iii. Optimize the investment return within the constraints of (1) & (2) above.
- b. Diversification: No more than 25% at cost of the Operating Fund may be in the securities of any one insurer with the exception of obligations of the U.S. Government, its agencies and instrumentalities, repurchase agreements collateralized by obligations of the U.S. Government, its agencies and instrumentalities, and federally insured certificates of deposit.

- c. **Maturity:** The maturities on investments for the Operating Fund, not specifically exempted, shall be limited to a maximum of 3.0 years with a weighted average not to exceed 1.0 year.
- d. **Investment Guidelines:** The Chief Financial Officer under the direction of the Executive Director/CEO and with the assistance of the engaged investment advisor(s), when necessary, shall be authorized to invest the NAFME Operating Fund as follows:
 - i. Federally Insured Certificates of Deposit not to exceed \$100,000 including accrued interest at commercial banks or savings & loan institutions;
 - ii. Federally Insured Money Market accounts not to exceed \$100,000 including accrued interest at commercial banks or savings & loan institutions;
 - iii. Money Market Funds that invest in government backed securities;
 - iv. Direct Obligations of the U.S. Government, its agencies and instrumentalities;
 - v. U.S. Government Agency Discount Notes;
 - vi. Repurchase agreements with institutions whose senior debt rating is rated “A” or better by Standard and Poors.
- e. The Chief Financial Officer with the assistance of and information provided by the investment advisor(s), shall prepare the following reports for presentation to the Executive Director/CEO on a quarterly basis:
 - i. Schedule of investments held in the Operating Fund.
 - ii. Dividend & interest income earned fiscal year-to-date.
 - iii. Current yield of the portfolio.

3. Reserve Fund

See the Investment Policy Statement, Appendix A.

Definitions

Operating Funds: Those funds expected to be spent in the normal course of business during the current or near future budget fiscal-years.

Reserve Funds: Those funds are to be held in reserve in the case of unexpected capital requirements or other emergency situations which may arise in order to maintain the integrity of the Association’s operations and service to its membership. The Reserve Funds consist of a fund normally referred to as NAFME Reserve Investment Fund.

“**Board of Directors**” in this policy refers to the National Executive Board.

References

Scope

This policy applies to both operating and reserve funds.

Approved By:	NEB, January 4, 2013
Date of Last Revision:	March 29-30, 2019 NEB meeting
History:	<p>Increased maximum allocation for Equities from 75% to 80% under f. Asset Allocation. Policy created in March 2006</p> <p>May 19, 2014</p> <p>March 29-30, 2019-The NEB adopted the Investment Policy statement, superceding some entries in this policy. See Appendix A for additional information.</p> <p>June 11, 2020-Annual review of Investment Policy completed by NEB; no motions put forth to change policy.</p>

Appendix A: Investment Policy Statement

National Association for Music Education Investment Policy Statement Policies & Procedures (As of 4.7.19)

This Investment Policy Statement has been adopted by the Board of Directors of the National Association for Music Education (NAfME) to provide guidelines for the investment of funds held by the association. This Investment Policy Statement was adopted by the Board of Directors at the board meeting on March 29-30, 2019.

Operating Funds: Those funds expected to be spent in the normal course of business during the current or near future budget fiscal-years.

Reserve Funds: Those funds are to be held in reserve in the case of unexpected capital requirements or other emergency situations which may arise in order to maintain the integrity of the association's operations and service to its membership. The Reserve Funds consist of a fund normally referred to as NAfME Reserve Investment Fund.

Association Housing & Program Funds: These are the net proceeds from the sale of the NAfME facility located at Reston, VA in early 2019. The primary purpose of these investments is to provide funds for the housing of the association and funds in excess of the housing needs are to be first reinvested into the fund principle and left over funds can be used for programs designated by the NEB.

Procedures

Investment Advisor(s):

It is anticipated that from time to time the services of a registered investment advisor(s) may be sought to assist in managing portions of NAfME funds. The following procedure shall be followed to engage a new or replace a current registered investment advisor(s):

- (1) The Executive Director will recommend the hiring or replacing of an investment advisor(s) to the Finance Committee who will recommend to the Board of Directors who shall have final approval.
- (2) The investment advisor(s) will be selected based on the following criteria: investment philosophy, historical performance, experience of key personnel, cost of service, and financial viability.
- (3) The investment advisor(s) will have discretion over equity and fixed income selections and diversification consistent with NAfME's stated investment objectives, risk tolerance, asset allocation, liquidity requirements and restrictions as set forth in this Investment Policy. NAfME will track selections and pose questions whenever selections seem to run contrary to policies set forth in this Investment Policy Statement. NAfME reserves the right to disapprove of any transactions.

Revisions:

In order to ensure that the Investment Policy Statement is consistent with the current mission of NAFME and accurately reflects the current financial condition of the association the Executive Director in conjunction with the Finance Committee will review the Investment Policy annually and recommend revisions to the Board of Directors as needed. In any event, the Investment Policy Statement shall be reviewed and approved annually by the Board of Directors as part of the annual budget approval process.

Operating Fund

Purpose:

The purpose of the Operating Fund is to provide sufficient cash to meet the financial obligations of NAFME in a timely manner for the normal operations of the association.

Investment Objectives:

The investment objectives of the Operating Fund are as follows:

- (1) Liquidity.
- (2) Preservation of capital.
- (3) Optimization of the investment return within the constraints of (1) & (2) above.

Investment Guidelines:

The Chief Financial Officer under the direction of the Executive Director and with the assistance of the engaged investment advisor(s), when necessary, shall be authorized to invest the NAFME Operating Fund as follows:

- (1) Federally Insured Certificates of Deposit not to exceed the prevailing FDIC (Federal Deposit Insurance Corporation) maximum insurance coverage, which may change from time to time, including accrued interest at commercial banks or savings & loan institutions;
- (2) Federally Insured Money Market accounts not to exceed the prevailing FDIC (Federal Deposit Insurance Corporation) maximum insurance coverage, which may change from time to time, including accrued interest at commercial banks or savings & loan institutions;
- (3) Money Market Funds that invest in government backed securities;
- (4) Direct Obligations of the U.S. Government, its agencies and instrumentalities;
- (5) U.S. Government Agency Discount Notes;
- (6) Repurchase agreements with institutions whose senior debt rating is rated "A" or better by Standard and Poors.

Maturity:

The maturities on investments for the Operating Fund, not specifically exempted, shall be chosen to ensure liquidity, limited to a maximum of 3.0 years asset with a weighted average not to exceed 1.0 year.

Diversification:

No more than 25% at cost of the Operating Fund may be in the securities of any one insurer with the exception of obligations of the U.S. Government, its agencies and instrumentalities, repurchase agreements collateralized by obligations of the U.S. Government, its agencies and instrumentalities, and federally insured certificates of deposit.

Reporting:

The Chief Financial Officer with the assistance of and information provided by the investment advisor(s) shall prepare the following reports for presentation to the Executive Director on a quarterly basis:

- (1) Schedule of investments held in the Operating Fund.
- (2) Dividend & earned interest income earned fiscal year-to-date.
- (3) Current yield of the portfolio.
- (4) Current liquidity of the portfolio.

Reserve Fund**Purpose:**

The Purpose of the NAFME Reserve Fund is to conservatively grow capital for future association needs while maintaining minimal reasonable liquidity in the case of unexpected requirements. The Reserve Fund is normally referred to as NAFME Reserve Investment Fund.

Investment Objectives:

The objective of the Reserve Fund is to pursue a long-term goal designed to maximize the return without exposure to undue risk, as defined herein. The investment strategy of NAFME is to emphasize total return; that is, the aggregate return from capital appreciation and dividend and interest income. The investments shall be undertaken in a manner that seeks to insure preservation of the capital of the overall portfolio while attaining a rate of return, net of fees and taxes, if any, within NAFME's investment risk constraints.

The initial goal of NAFME is to increase the reserve fund and maintain it at a market value of no less than 100% of the association's annual operating budget. Once this goal is attained, the longer term goal of the reserve fund will be reviewed and updated. As of the adoption of this Investment Policy Statement this goal is to hold eight million dollars (\$8,000,000.00) in the Reserve Fund.

Investment Guidelines:

The investment policies and restrictions presented in this Investment Policy Statement serve as a framework to achieve the investment objectives at a level of risk deemed acceptable.

Cash: Cash holdings typically are to be minimal and maintained in an interest bearing account at a comparable rate of return to the general market. If financial circumstances dictate, a maximum of 100% cash allocation can be realized.

Equities: The equity portion of the portfolio should be maintained at a risk level roughly equivalent to that of the equity market as a whole.

Bonds: Investments will be managed actively to pursue opportunities presented by changes in interest rates, credit ratings, and maturity premiums.

Asset Allocation Targets:

<u>Investment / Asset Class</u>	<u>Target Allocation</u>	<u>Minimum Allocation</u>	<u>Maximum Allocation</u>
Cash	10%	0%	100%
Equities	60%	25%	80%
Bonds	30%	20%	75%

Restrictions:

The investment advisor(s) is prohibited from investing or engaging in: private placements, letter stock, options, securities whose issuers have filed a petition for bankruptcy, short sales, and margin transactions, cryptocurrency, any speculative investment activities, commodity transactions, direct investments in real estate, or loan money.

Non-restricted:

As pertaining to the Reserve Funds, NAFME may access liquidity on a short-term basis and for short-term operational needs by way of traditional margin utilization. In consultation with the Executive Director and working with the Chief Financial Officer and with the explicit permission of the Board of Directors, NAFME may decide to establish a line of credit for operational needs. The capacity of such a line would be based on the assets in the Reserve Fund. This short-term liquidity option may be utilized if such a line is determined to be a more cost-advantageous approach than traditional margin.

Rebalancing:

On at least a semi-annual basis (or more frequently as NAFME or the investment advisor(s) deem necessary by ongoing review), NAFME's portfolio shall be rebalanced to meet the asset allocation targets within the outlined ranges of this IPS

and as agreed upon by NAFME in consultation with the investment advisor(s). If any of the diversification percentages are exceeded due to changes in market values, rebalancing is required in a reasonable and timely manner unless otherwise determined by the Executive Director in conjunction with the Finance Committee.

Performance Benchmarks:

Performance benchmarks are necessary to properly measure and evaluate the success of the investment advisor(s). The investment advisor(s) shall manage the Reserve Fund with a goal of meeting or exceeding the Standard & Poor's 500 and DJIA Composite Stock Price Index as measured over a three-year moving time period net of fees and commissions.

Reporting:

The Chief Financial Officer with the assistance of and with information provided by the investment advisor(s) shall prepare the following reports for presentation to the Executive Director on a quarterly basis:

- (1) Schedule of investments held in the reserve fund.
- (2) Dividend & realized interest income fiscal year-to-date.
- (3) Current yield of the portfolio.

On at least an annual basis the Executive Director will meet with the investment advisor(s) to review the reports and to evaluate the performance of NAFME's investments and review adherence to this Investment Policy Statement. The performance of the investments will be measured on a total return basis (net of investments management fees) relative to performance benchmarks. The Executive Director will make an annual report to the Finance Committee and the Board of Directors regarding such investment performance.

The investment advisor(s) will provide to the Chief Financial Officer, monthly reports on the value of all investments held and a listing of investment transactions for the month. Additionally, the investment advisor(s) will make the investment account information available on-line thru secure internet access. Interim reports on investment performance will be provided to the Board of Directors on a Quarterly basis.

Association Housing & Program Fund

Purpose:

The Purpose of the NAFME Association Housing & Program Fund is to ensure predictable income, liquidity and secondary market growth to allow NAFME to withdraw sufficient funds each month to support rental and operating expenditures.

When the return on investment (ROI) from this fund exceeds the funds necessary to meet the housing of the association these excess funds are to be used as follows: First, a portion is reinvested back into the fund to help the fund grow; second, any additional gain (including realized interest, growth of investments, capital gain, and dividends will be made available for programs designated by the NEB (see detail below). The Association Housing & Program Fund is normally referred to as the NAFME Housing Fund.

Investment Objectives:

The Purpose of the NAFME Association Housing & Program Fund is to ensure predictable income, liquidity and secondary market growth to allow NAFME to withdraw sufficient funds each month to support rental and operating expenditures.

The portfolio is outlined below and characterized by three asset classes of portfolio holdings: cash/preferred deposit ("Cash", Growth and Dividend Income Equities ("Equities"), and CDs and Laddered Corporate Bond Holdings ("Bonds").

The investments shall be undertaken in a manner that seeks to ensure preservation of the capital of the overall portfolio while attaining a rate of return, net of fees and taxes, if any, within NAFME's investment risk constraints.

The goal of the NAFME **Housing Fund** is to maintain the initial principle and increase the market value of the fund to ensure the maximum ROI to insure sufficient annual ROI funds to at least support the association's housing.

Use of Housing Fund ROI Earnings:

The ROI earnings from the NAFME Housing Fund are to be used in the following manner.

Cash holdings are to be used for the housing expenses of the association. This includes rent & related expenses, utilities, maintenance, facility support and other related expenses.

Out of the earnings of the Equities, CDs, and Bonds each year, an amount necessary to replenish the Cash holdings for the housing expenses of the association – as reported to the investment advisor(s) by the Chief Financial Officer -- will be transferred to the cash holdings of the portfolio.

Of any returns beyond those required for housing expenses from Equities, CDs, and Bonds (excess returns), a minimum of ten percent (10%) will be invested back into the Housing Fund in order to have the fund grow for future stability. The exact percentage of money reinvested will be determined by NAFME in consultation with the Investment Advisor(s) with the intent of providing relatively consistent discretionary funding year over year. (That is, where yield is exceptionally high in a given year, and future years are not reasonably expected to be produce similar ROI, more money will be invested back into the fund as opposed to providing an excessive and unsustainable amount for discretionary spending).

Additional excess returns on the earnings from Equities, CDs, and Bonds in any fiscal-year (beyond the minimum 10% reinvested in the Housing Fund) may to be made available for programs to be designated by the NEB for the next fiscal-year.

Investment Guidelines:

The investment policies and restrictions presented in this Investment Policy Statement serve as a framework to achieve the investment objectives at a level of risk deemed acceptable.

Cash/Preferred Holdings: Deposit Cash holdings are to be maintained in an interest-bearing account at a comparable rate of return to the general market. If financial circumstances dictate, a maximum of 100% cash allocation can be realized. The target for these holdings will be calculated to cover the estimated monthly rent payments for each year.

Growth and Dividend Equities: The equity portion of the portfolio emphasize large cap, US-oriented growth and dividend-paying equities.

CDs and Laddered Corporate, Investment Grade Bond holdings Investments in fixed income will be managed actively to pursue market opportunities presented by changes in interest rates, credit ratings, and maturity premiums.

Asset Allocation Targets:

<u>Investment / Asset Class</u>	<u>Target Allocation</u>	<u>Minimum Allocation</u>	<u>Maximum Allocation</u>
Cash	5%	0%	100%
Equities	30%	25%	75%
Bonds	65%	25%	75%

Restrictions:

The investment advisor(s) is prohibited from investing or engaging in: private placements, letter stock, options, securities whose issuers have filed a petition for bankruptcy, short sales, purchasing investments on margin, cryptocurrencies, any speculative investment activities, commodity transactions, direct investments in real estate, (and relating to the Housing Fund) loan money, or permit the lending, mortgage, or pledge of any assets.

Rebalancing:

On a semi-annual basis or more frequently as NAFME or the investment advisor(s) deem necessary, NAFME's portfolio shall be rebalanced to meet the asset allocation targets within the outlined ranges of this IPS as agreed upon by NAFME in consultation with the investment advisor(s). If any of the diversification percentages are exceeded due to changes in market values, divestiture is required in a reasonable and timely manner unless otherwise determined by the Executive Director in conjunction with the Finance Committee.

Performance Benchmarks: These may change based on the advice of the investment advisor for this fund

Performance benchmarks are necessary to properly measure and evaluate the success of the investment advisor(s). The investment advisor(s) shall manage the Reserve Fund with a goal of meeting or exceeding the Standard & Poor's 500 and DJIA Composite Stock Price Index as measured over a three-year moving time period net of fees and commissions.

Reporting:

The Chief Financial Officer with the assistance of and information provided by the investment advisor(s) shall prepare the following reports for presentation to the Executive Director on a quarterly basis:

- (1) Schedule of investments held in the reserve fund.
- (2) Dividend & interest income fiscal year-to-date.
- (3) Current yield of the portfolio.

On an annual basis the Executive Director may meet with the investment advisor(s) to review the reports and to evaluate the performance of NAFME's investments and review adherence to this Investment Policy Statement. The performance of the investments will be measured on a total return basis (net of investments management fees) relative to performance benchmarks. The Executive Director will make an annual report to the Finance Committee and the Board of Directors regarding such investment performance.

The investment advisor(s) will provide to the Chief Financial Officer, monthly reports on the value of all investments held and a listing of investment transactions for the month. Additionally, the investment advisor(s) will make the investment account information available on-line thru secure internet access. Interim reports on investment performance will be provided to the Board of Directors on a Quarterly basis.

Investment Advisors

Investment Advisor(s) Performance Review and Evaluation:

The performance of the total portfolio, as well as the individual investment / asset class components will be measured against the benchmarks described above. Consideration shall be given to the extent to which the investment results are consistent with the investment objectives, goals and guidelines as set forth in this Investment Policy Statement.

The Executive Director in consultation with the Finance Committee will evaluate the performance over at least a three-year period, but reserves the right to move to terminate the investment advisor(s) at any time for any reason including the following:

- (1) Investment performance that is significantly less than anticipated given the discipline employed and the risk parameters established or unacceptable justification of poor results.
- (2) Failure to adhere to any aspect of this Investment Policy Statement including communication and reporting requirements.
- (3) Significant qualitative changes to the investment advisor(s) organization.

Investment advisor(s) shall be reviewed annually regarding performance, personnel, strategy, organizational and business matters, and any other qualitative factors that may impact their ability to achieve the desired investment results.

The engagement of Investment Advisor(s) shall be done with the approval of the Executive Committee of the National Executive Board, and shall be reviewed each year by that Committee and the annual Finance meeting.

III.D.001

Title: NAfME Designated Research Fund

Rationale or Purpose

As a pillar of the Association's Strategic Vision, research is a fundamental activity of the Association. So as to ensure that the Association is able to engage in both basic and policy research, specific funds must be set aside for fostering the necessary inquiry essential to the professional interests of the practicing music educator and profession.

Policy Statement

It shall be the policy of the Association to develop, grow, and maintain a segregated research fund to promote basic and applied research in the music education discipline. In addition to long-standing research activities, this fund shall be used to elevate research that directly supports public policy, legislative, and regulatory efforts necessary to ensure the mission of the Association. The NafME designated research fund shall be in addition to funds otherwise identified for research within the Association's Operating Fund.

Scope

Policy development and pedagogical research funded by the Association.

Procedures

1. Goal:
 - a. The fund goal will be a minimum of \$200,000 divided equally between pedagogical and policy research.
 - b. The initial effort of \$100,000 will be directed at policy research to support the Association's efforts in regulatory and legislative endeavors.
2. Fund Development
 - a. Beginning in FY '14; \$2,500 will be placed in the fund from reserves.
 - b. 10 percent of revenue over expenses from the Biennial Research and Music Teacher Education Conference will be placed in the fund each biennial.
 - c. Beginning in FY '15 and each FY thereafter, \$0.05 from each member's dues will be placed into the fund.
 - d. The Office of Executive Director/CEO will be responsible for developing a variety of mechanisms to enable members and others to contribute to the fund.
3. Fund Maintenance
 - a. The funds will be maintained and invested in the same manner as all other association funds and under the established investment policy
 - b. On a quarterly basis the earnings from the combined funds will be accounted for and the proportional amount allocated to the research fund
 - c. The office of the Executive Director/CEO, in consultation with the National President/Board Chair, may name the fund if doing so brings advantage to the fund and to the Association.
 - d. At the discretion of NafME, a restricted donation or gift may be accepted for the fund
4. Distribution of funds
 - a. General: The fund is restricted to the purposes stipulated herein.
 - b. Distribution may include both interest from the fund and fund assets.
 - c. Policy funded research:
 - i. The Office of Executive Director/CEO in consultation with the National President/Board Chair shall have authority to distribute funds in this category.
 - d. Pedagogical Research:

- i. Funding and grants in this category will be distributed on a juried basis by a committee consisting of the National President/Board Chair, the Chairs of SRME and SMTE, the Executive Director/CEO, Chief Operating Officer, and the Assistant Executive Director/CEO, Center for Marketing Resource Development.

Definitions

FY means fiscal year ending in June of that year.

References

The investment policy is the current Association investment policy in affect during the FY
This policy was established as part of the budget development process for the FY '14 Association budget

Approved By:	NEB, January 4, 2013
Date of Last Revision:	May 2013
History:	

Title: Advocacy and Efficiency Technology Development Fund

Rationale or Purpose

NAfME needs an up-to-date technology infrastructure facilitate effective and efficient support for key state MEA and national initiatives.

Policy Statement

A \$3.00 portion of the national dues for each full-active member (with proportionate amounts for other membership categories) shall be placed in a restricted fund to act as a continuing source for technology upgrades. For upgrades costing more than the amount in this fund, monies can be taken out of the reserves and replenished from the Advocacy and Efficiency Technology Development Fund.

Procedures

1. The office of the Executive Director/CEO will calculate each year's dues to include monies to be set aside for the fund.
2. The office of the Executive Director/CEO will ensure that the monies in the Fund are tracked separately, and that:
 - a. An accounting of fund expenditures is reported to the National Executive Board.
 - b. Interest accruing to the fund will be reinvested in the fund. (Where funds are commingled with other Association monies, interest will be calculated on the average of interest accrued over all similar NAFME investments.)
3. Fund expenditures will only made for the stated purposes of the fund (i.e., technology upgrades). This will include expenses connected with new software and with new hardware necessitated by that new software as well as consult services to sustain the association's technology infrastructure and growth.

Scope

Expenditures for renewing the technology infrastructure of the Association.

Definitions

References

The Executive Director/CEO outlined for the NEB some Initial targets for fund expenditures. These included:

- a. Immediate, real-time interactions among MEAs and NAFME
- b. A rich membership record database that will enable MEAs and NAFME to ensure faster and better service to members, federated state associations and NAFME
- c. Ability to maintain records of potential members and music education supporters; to sort and use those records for funding campaigns and advocacy activities
- d. Easy access to list development necessary to engage membership and music supporters in the cause of music education
- e. Data System Training that permits MEAs and NAFME to build reporting systems appropriate to their needs, including membership development and advocacy activities
- f. Creating and making available to MEAs a "vanilla" website template which can be easily customized by each MEA

- g. Creating and making available generic conference and meeting registration capabilities for use at all MEA/NAFME events
- h. Online uploading, storage and on-demand delivery of professional development, including streaming video and related materials (handouts, references, etc.)
- i. Social network and other community systems specific to music educators, including aggregation of content specific to their teaching specialty areas
- j. Ability to accept payment for services and content
- k. Ability to track and contact potential and ongoing donations to funds and special projects of MEAs and NAFME

Approved By:	NEB, January 4, 2013
Date of Last Revision:	NEB January 6-9, 2011; National Assembly State Presidents June 26-27, 2011 *
History:	*Because this included an additional permanent dues increase restricted to accomplish the infrastructure goals set forth in the Advocacy & Efficiency Technology Development, a majority of state presidents at the National Assembly were required to vote on this request.

Title: All-National Honor Ensembles

Rationale or Purpose

The NAFME All-National Honor Ensembles is a program to recognize the finest high school student musicians for their accomplishments, as well as to provide each participating student with the highest quality honors ensemble experience available in the United States today. NAFME believes that its strength comes from its State Federated Associations; therefore, the All-National Honor Ensembles program is designed to support each State's efforts of advancing the vision of providing a *high quality music education for every student* by recognizing their most accomplished high school student musicians.

The purpose of this policy is to engage state federated associations in the building, development and quality of the national honors ensembles to highlight and recognize the finest student musicians at the national level. This policy is designed to put in place a standard selection process moving forward.

Policy Statement

NAfME shall have an all-national honors ensemble program. The NAFME All-National Honor Ensembles will directly involve State MEA Presidents in the selection process ensuring that each of the All-National Honor Ensembles: Band, Orchestra, Mixed Chorus, Jazz Ensemble, Guitar Ensemble, and Modern Band are representative of every state in the Nation as applications allow. Student selection will be based on total NAFME active membership percentages within each of the federated state associations. It is the policy of NAFME that its selection procedure will set it apart from all other National Honor Ensemble programs with the intention that every State Federated Association will be represented.

The purpose of the All-National Honors Ensembles program is not only to provide an outstanding ensemble experience, but to also serve as an exemplar of the synthesis between contemporary pedagogy and practice. Conductors are expected to emphasis standards-based instruction through the artistic processes of creating, performing, and responding and to provide the students with a comprehensive music education that goes beyond the traditional honors ensemble experience.

Procedures.

1. Ensemble Management

- a. The program chair shall be appointed by the NAFME President.
- b. Program chair may invite NAFME members to serve as ensemble managers and assistant managers as required to operate an efficient, safe ensemble program.
- c. Managers and Assistant Managers may receive an honorarium, if such funds are included in the Association budget. Managers and Assistant Managers will agree to be available and active during the process of selecting and seating students, as well as during the rehearsal and performance period for the annual concert.
- d. Program Chair, in coordination with NAFME staff, will select chaperones; one chaperone for every 20 students. Chaperones must be active NAFME teacher members.
- e. In collaboration with the Program Chair, NAFME staff will have general responsibility for rehearsal sites, onsite registration and audition areas, housing and meals, student transportation and student evening activities. Staff will make efforts to engage volunteers so as to reduce overall costs.

2. Selection of Conductors

- a. Members of the NAFME National Executive Board, members of appropriate NAFME Councils or Committees, and NAFME State MEA Presidents may nominate conductors.
- b. Nominations shall be forwarded to the NAFME All-National Honor Ensemble Program Chair by September; Program Chair will submit the names of nominated conductors for review and approval of NAFME National Executive Board at the January meeting.
- c. Program Chair may extend invitations to approved conductors on behalf of NAFME, consistent with approved budget. Final contracting will be carried out by the Office of the Executive Director/CEO.

3. Selection of Repertoire

- a. Repertoire lists (including required instrumentation) will be submitted by Conductors within thirty days of contracting each conductor's services, and will be subject to approval by the Program Chair (with regard to balance between ensembles) and the Office of the Executive Director/CEO (with regard to logistical or cost considerations).
- b. One ensemble each year will be chosen to showcase a student-composed work. Primary responsibility for selecting that work will vest in the NAFME Composition Council, but the chosen ensemble's conductor will be invited to take part in that selection.

4. Student Eligibility

- a. The NAFME All-National Honor Ensembles are representative of the top performing high school musicians in the United States. Only students who meet the requirements below are eligible to apply for the NAFME All-National Honor Ensembles. Note that the final determination of eligibility is made in each case by the student's state Federated State Association (MEA).
- b. Applicants must:
 - i. Be in grade 10, 11 or 12 during the current school year;
 - ii. Attend schools in one of the fifty states of the United States, the District of Columbia, a Department of Defense School, or a national represented by an International Federated State Association.
 - iii. Receive endorsement from his or her ensemble director. (The ensemble director must be a current member of NAFME). This endorsement includes certification that the student is a member of his or her school's choral, string, band, guitar, modern band or jazz ensemble corresponding to the ensemble for which application is made. Where schools have other ensembles, or do not have a corresponding All-National Ensemble, relevance of those ensembles and appropriate student participation will be established by the director.
 - iv. Be declared eligible by their Federated State Association (MEA). Criteria for eligibility are set by the MEA consistent with local, state, and Federal law and regulation, and may include one or more of the following:
 - a) Selection for the state sanctioned All-State Festival in the prior academic year. This criterion will be used if available.
 - b) Selection for the most recent NAFME Division festival, particularly where there is not an All-State festival held during the prior academic year (Northwest Division Only).
 - c) Some participation or qualification equivalent to All-State participation, with equivalence determined by the State.
 - d) In the event that a state MEA cannot determine eligibility due to that state not offering or sponsoring a particular ensemble (ex. All-State Guitar or All-State Modern Band), students will be permitted to apply as long as they are sponsored by a NAFME member.

5. Student Selection

- a. The ANHE shall be a representative honors program in that each Federated State Association (MEA) will be allotted a specific number of seats based on the relative number of active NAFME members in that MEA as of December 31st of the year prior to ensemble program performance as applications allow.
- b. Due to limited size, specific instrumentation, and the uniqueness of the Modern Band, Guitar Ensemble, and Jazz Ensemble, a specific number of seats from any given state cannot be guaranteed. Consideration should be given to having as much representation from a variety of states as possible. Selection will be based primarily on student audition media.
- c. Individual students will be selected based on rankings supplied by the MEAs, within the parameters of each MEA's quota. When All-State rankings are not available as the primary criteria, the state MEA may use students' audition media to determine rank.
- d. Where positions in the ensembles remain unfilled by ranked students within quotas, the Program Chair will select the students to fill additional slots. In doing so, he or she may consult with the ensemble managers and may review audition media supplied by the students.
- e. The Ensemble Managers may use audition media to determine part assignments. In assigning parts, the ensemble conductor may be consulted if he or she is available for this purpose.

Scope

This policy covers the relationship among the state federated associations' and the national association's efforts to publically demonstrate the skills, knowledge and musicianship of student musicians at the national level.

Definitions

1. "Eligible student" refers to a student who has met his/her own state's eligibility requirements for a state level honor ensemble.
2. "National Honor Ensembles" include band, orchestra, mixed chorus, jazz ensemble, guitar ensemble, and modern band ensemble.
3. "Selection" means the process used to bring together a national sample of student musicians from every Federated State Association to publicly demonstrate their skills and engage in a quality activity that will motivate them as student musicians and citizens
4. The "manager" is the individual with general responsibility for the on-site activities necessary for the specific ensemble to perform and to assume responsibilities for the necessary logistics.
5. "State," "State Federated Association," and/or "MEA" means an entities federated within NAFME.
6. "NEB" in this policy refers to the National Executive Board.

References

Approved By:	NEB, January 4, 2013
Date of Last Revision:	December 2017; January 2019
History:	January 2019- Expanded policy to include Modern Band and additional language under student eligibility (Section 4.b.iv.d)

Title: Symposia and Other Event Co-Sponsorship

Rationale or Purpose

From time to time NAFME receives requests for co-sponsorship of symposia and special events. A statement of purpose and procedure clarifies the reasons and process by which the NEB will proceed

Policy Statement

The Executive Committee of the NEB may approve co-sponsorship of symposia and special events initiated by NAFME Societies, Councils, State Music Education Associations, and Divisions when such symposia or special events benefit music education and educators. Requests for co-sponsorships of symposia and special events, directly related to the pedagogical interest of music discipline will be submitted to the PDC (Professional Development Committee).

In both cases above the purpose of the symposia or special event must relate directly to NAFME's Strategic Plan with that explanation outlined in the proposal. A co-sponsorship of a symposia or special events does not automatically include funding. When funding for such co-sponsorships or special events is within the biennial budget process the approval or disapproval of the request during that process meets the requirements of this policy. When the request is outside the biennial budget process, the requesting party must follow the procedures below.

Procedures

A. Symposia and Special Events not requiring funding.

1. Applications for Co-sponsorship of Symposia and Special Events will be by letter directed to the Office of the Executive Director/CEO.
 - a) The letter shall note the party making application and be signed by the Society or Council Chair, Division President, or State President or State Executive Director.
 - b) Shall note how the symposia or event supports the NAFME Strategic Plan
 - c) Shall be accompanied with a process that will ensure a post event report filed within 30 days of the close of the event and noting total attendance (number of members and non-members) and an evaluation instrument appropriate to the event
 - d) Failure to meet these procedures by the applying party will make future applications void for a two-year period.
2. The Executive Director/CEO will notify the Executive Committee of all such applications within ten days of receipt and cause to have prepared for the NEB materials that demonstrate the extent to which the application meets NAFME Strategic Plan, and any potential financial issues associated with the application including whether or not liability insurance, other than that provided under the general association's liability policy coverage is required.
3. Except in exigent circumstances applications shall be received no less than 120 days prior to the scheduled symposia or special event. Exigent circumstances will be determined by the Executive Committee.
4. The Office of the Executive Director/CEO will notify the applicant of the final disposition of their request.

B. Symposia and Special Events Requesting Funding

In addition to meeting the procedural requirements of “A” above; internal parties requesting funds shall meet these additional procedures:

1. A budget, projected attendance, and marketing plan will accompany the application letter.
2. The Executive Director/CEO will, in addition to the items in “A2” above prepare a Return on Investment (R.O.I) and feasibility summary of the financials for the NEB, including revenue projections, positive or negative, and any recommendations to protect the corporate and marketing interests of the Association.

Scope

This Policy Statement covers Societies, Councils, State Federated Music Associations, and Divisions.

Definitions

This policy covers only internal entities. Entities not directly a part of NAFME, its federated state associations or other legally attached entities are not covered this policy. Where such outside organizations wish to engage in Symposia and other events with NAFME, please refer to “Project Based Relationships with Outside Organizations.”

“NEB” in this policy refers to the National Executive Board.

References

Current NAFME strategic plan and budget

Approved By:	NEB, January 4, 2013
Date of Last Revision:	
History:	October 2006; March 25-27, 1985;

Title: Project-Based Relationships with Outside Organizations

Rationale or Purpose

From time to time, NAFME pursues relationships with outside entities directed at accomplishing specific projects. These projects can have potential to extend the ability of NAFME to meet its strategic goals, but can also have financial or reputational implications. A statement of purpose and procedure clarifies the reasons and process by which the Association will proceed to maximize effectiveness and minimize problems.

This policy refers to projects as defined below; for related issues regarding advertising and other connections with outside organizations, see V.A.001 and V.C.001; for conferences, see I.I.010.

Policy statement

1. Legal Considerations:
 - a. The Association will not enter into any relationships that jeopardize the status of the Association as a 501(c)3 tax exempt organization.
 - b. All new agreements under this policy will be reviewed by legal counsel to identify potential conflicts of interest, exposure to liability, and potential violations of antitrust legislation.
2. General Considerations
 - a. Evaluation: All projects undertaken with outside organizations will be evaluated on the basis of the relative benefits and costs to the Association and to the profession as a whole. "Benefits and costs", as measured by the current NAFME Strategic Plan, include fiscal and reputational considerations for the Association.
 - b. Projects subject to Executive Director/CEO Approval in consultation with the Executive Committee: Projects with outside entities that result in sponsorships, endorsements, unrestricted grants, restricted funds, or member services, will be considered by and approved by the Executive Director/CEO in consultation with the Executive Committee of the National Executive Board. "Consultation," in this case, means the regular reporting by the Executive Director/CEO to the Executive Committee of all negotiations in process or completed.
 - i. In addition to a listing of all negotiations, the staff will review the proposed product or service and provide appropriate materials to the Executive Committee of the Board where such endorsement does not follow well-established patterns (e.g., sponsorship of a conference strand by a publisher or instrument manufacturer, sponsorship of the development and dissemination of materials tied to an NAFME initiative).
 - ii. Endorsements are subject to review and may be withdrawn by the Association at any time as it deems appropriate.
 - iii. While NAFME generally applauds and promotes the free flow of information about any products or services that could conceivably be of service to the children and communities served by music education, NAFME will not engage in projects that promote products or services that purport to provide music education without the involvement of music educators. This is because, in the

judgment of the Association, such products or services are highly likely to be ineffective and to serve poorly the individuals who use them.

- c. Projects with outside entities that result in educational cooperative ventures (that is, that are directly related to the pedagogical interest of the music discipline) that are not professional development events will be subject to review by the Executive Committee of the National Executive Board, with input as outlined in Procedures 3, below.
 - d. Projects with outside organizations that result in symposia, other events that provide professional development in pedagogy, or online events or systems that provide professional development in pedagogy, will be subject to review by the Professional Development Committee (PDC).
 - e. Recognition other than endorsement, where small-scale projects, publications, or products are manifestly supportive of NAFME's goals, may be indicated via a nonexclusive statement of support provided by the Executive Director/CEO or his designee. "Small scale," in this case, means instances where the total financial stakes on the part of NAFME, including staff time, are under ten thousand dollars.
 - f. Licensing agreements will be at the discretion of the Executive Director/CEO, consistent with the provisions of this policy.
 - g. Exclusivity: The Association will not enter into exclusive relationships with outside organizations in any specific area of the Associations' endeavors except as provided below. Legal counsel will be consulted where necessary:
 - i. Projects involving support that must in good business practice come from a single entity. In such cases, the Association will exercise special caution to avoid conflicts of interest.
 - ii. A major title sponsor may require category exclusivity for the duration of the project.
3. Public relations considerations:
- a. The Association will retain editorial control over the use of its name and service marks and may discontinue the use of same at any time.
 - b. Where materials refer to research results, appropriate citation shall be made.
4. Membership considerations:
- a. In the event that the project involves awards or grants to music educators, and where membership cannot be required of participants, the Association's staff, division officers, and officers of State Federated Associations shall encourage membership by such participants.

Procedures

- 1) Proposals for project-based relationships will be by documented correspondence directed to the Office of the Executive Director/CEO.
- 2) The Office of the Executive Director/CEO will prepare a Return on Investment (R.O.I) and feasibility summary of the financials for the project, including revenue projections, positive or negative, and any recommendations on the basis of the relative "benefits and costs" to the Association and to the overall mission of the Association. This analysis will include a determination as to whether or not liability insurance, other than that provided under the general Association's liability policy coverage is required.
- 3) The Office of the Executive Director/CEO will notify the Executive Committee of all discussions regarding projects under this Policy, and will report on those as described in Policy Statement 2.b. Normally, this reporting will be ongoing and will be updated on a weekly basis

- a) For projects relating to 2.c. above (resulting in educational cooperative ventures, information presented to the Executive Committee will include comments from the relevant Society or Council(s) or other outside experts as deemed necessary.
- 4) Except in exigent circumstances, all applications pertaining to symposia or special events shall be received no less than 120 days prior to the date(s) of the event. Exigent circumstances will be determined by the Executive Committee.
- 5) All project evaluation decisions rendered by either the Professional Development Committee or Executive Committee will be documented in written form, with clear intent, and transmitted to the Office of the Executive Director/CEO.
- 6) The Office of the Executive Director/CEO will notify all applicants of the final disposition of their request(s).

Scope

This policy statement covers relationships with outside organizations that are directed toward the completion of specific projects.

Definitions

“Project” in this policy refers to an activity undertaken by NAFME and other(s), to produce a defined product or result.

“Project evaluation decision” in this policy refers to final disposition of a project request.

“Reputational considerations” are likely to be interpreted differently by different individuals and groups within the membership. While it is effectively impossible to prepare a list of all potential attitudes to all potential projects, decisions in this regard will be made in reference to the Strategic Plan of the association, and not with regard to other issues or values not stated in that Plan.

References

Approved By:	NEB, January 4, 2013
Date of Last Revision:	NEB, July 26, 2018 November 5, 2019 NEB meeting
History:	March 8-10, 2002; October 28-29, 2005; and July 7-8, 2006. November 2019: Overall revisions to policy on external relationships regarding policy and procedures.

IV.D.001

Title: NAfME and ISME

Rationale or Purpose

NAfME believes that maintaining a robust relationship on the international level requires a relationship with the international society for music education

Policy Statement

1. NAfME will be a member of the International Society for Music Education, and as appropriate will send representative(s) to the ISME conference(s)
2. Control of the relationship with ISME shall be vested in the Executive Committee of the National Executive Board.

Procedures

1. NAfME shall be represented at the ISME Biennial conference by its national immediate past president.
2. In the event that the national immediate past president is unable to attend the National President/Board Chair may designate an alternative representative.
3. ISME conferences in addition to the biennial may have an NAfME representative chosen by the NAfME President.
 - a. Such attendance shall be based on the value of the conference to NAfME, and shall be done only where appropriate funds have been designated within the operating budget of NAfME.

Scope

Definitions

1. ISME means the International Society for Music Education.
2. Biennial conference means the conference held by ISME every other year

References

Approved By:	NEB, January 4, 2013
Date of Last Revision:	NEB, June 24, 2015
History:	In November, 1976, the board passed a motion that approved the payment of expenses for only one "MENC" representative to ISME Biennial Conferences.

IV.E.001

Title: Support for Copyright

Rationale or Purpose

Fundamental to an understanding of intellectual property requires organizations to promote and support protections for intellectual property.

Policy Statement

1. The Association shall support and comply with appropriate copyright law,
2. The Association believes that the improper and unauthorized use of music and other materials protected under copyright laws shall be avoided in all of its functions.
3. The NEB urges all state affiliates to adopt a similar position of support.

Scope

1. This applies to all NAFME functions.
2. All state affiliates are urged to adopt a similar position as official policy.

Definitions

“A copyright is a legal device that gives the creator of a literary, artistic, musical, or other creative work the sole right to publish and sell that work. Copyright owners have the right to control the reproduction of their work, including the right to receive payment for that reproduction. An author may grant or sell those rights to others, including publishers or recording companies. Violation of a copyright is called infringement.”

“NEB” in this policy refers to the National Executive Board.

References

Approved By:	NEB, January 4, 2013
Date of Last Revision:	June 21-23, 1973
History:	

Title: Lowell Mason Fellowship Program

Rationale or Purpose

The Association has a responsibility to honor individuals or entities in the field that have contributed in a significant way to music education. The use of Lowell Mason is an ideal way to recognize their contributions and to use a well-known, highly respected, historical leader in the field of music education.

Policy Statement

It is the policy of the Association to honor music educators, music education advocates, political leaders, industry professionals, and others who have contributed to music education in their unique way through the Lowell Mason Fellowship.

Procedure

1. Nomination process:
 - a. Individuals may be named by anyone who feels they deserve this recognition, but they may not submit a designation on their own behalf.
 - b. The nomination application for the Lowell Mason Fellowship Program includes the following information:
 - i. Nominee's name
 - ii. Nominee's title
 - iii. Applicant's name
 - iv. Applicant's title
 - v. Applicant's Company/Organization (if applicable)
 - vi. Applicant's address
 - vii. Applicant's phone number
 - c. Documentation required:
 - i. Nomination form - filled out by nominator describing why this individual is a suitable candidate for the honor
 - ii. Resume/biography of nominee
 - iii. 2 letters of recommendation
 - d. Donation:
 - i. A Lowell Mason Fellows nomination is supported by a \$1,000 donation to NAFME
 - ii. Nominations with documentation and contributions will be submitted to NAFME by May 1.
2. Selection Committee
 - a. The selection committee consists of three past Lowell Mason Fellows chosen by the National President/Board Chair, and the National President/Board Chair (whether he or she is a Fellow or not).
 - b. The National President/Board Chair shall chair the selection committee.
 - c. The selection committee is responsible for reviewing all applications for acceptance as a Lowell Mason Fellow, and accepting such individuals as they deem to be appropriate for this honor.
 - d. The Office of the Executive Director/CEO is responsible for designating a contact for the Lowell Mason Program. Staff contact is responsible for seeing that all materials are provided to the committee in a timely manner.
3. Awardee recognition

- a. Recipients will be honored by posting their photo and achievements on our website and their name will be added to the Fellows Window at NAFME headquarters—a visible reminder for all who see it of the Fellows’ dedication.

Scope

All individuals or entities who, in the judgment of the selection committee, make a lasting contribution to music education

Definitions

Fellow: an individual honored by the Association and formally selected.

References

Approved By:	NEB, January 4, 2013
Date of Last Revision:	May 20, 2013
History:	This program was designed to honor individuals and to generate revenue. NEB was presented with this program in 2002 and agreed to move forward with it.

Title: NAFME Branding, Logo, and Service Marks

Rationale or Purpose

It is necessary to establish the practices governing control over the name and brand of the Association.

Policy statement

It is the policy of the Association to retain editorial and image control over the use of its name and logos (service marks or trademarks).

Procedures

1. The Office of the Executive Director/CEO shall maintain a style guide.
 - a. The guide shall be made available to all NAFME groups that need it.
 - b. As is appropriate to a sponsorship, the guide will be made available.
 - c. Association logos (service marks or trademarks) connected with important products, programs, events, and campaigns will be protected as appropriate.
2. Where advocacy materials refer to research results, those materials should include citations of the source material when the format makes such inclusion possible.
3. Use of the Association name and service marks will not be allowed in connection with products or services widely considered inappropriate for use by the general public or by children by the Surgeon General or other authoritative bodies (e.g, alcohol, tobacco, firearms).
4. Use of the Association name and service marks will not be allowed in connection with products or services that are likely to produce effects contrary to the NAFME Strategic Plan. This likelihood will be determined by the Executive Director/CEO in consultation with the Executive Committee of the National Executive Board. "Consultation," in this case, means the regular reporting by the Executive Director/CEO to the Executive Committee of all negotiations in process or completed.
5. Use of the Association name and service marks in connection with political or social movements external to the mission of NAFME will only be undertaken where such association is likely to materially further the mission of the Association. This likelihood will be determined by the Executive Director/CEO in consultation with the Executive Committee of the National Executive Board.
6. Use of the Association name and service marks with corporations that wish to publicly connect their products or services to the advancement of music education will be undertaken when the benefits to the Association and to music education are, in balance, strongly positive. This balance will be determined by the Executive Director/CEO in consultation with the Executive Committee of the National Executive Board.
7. The connection of corporate sponsors with the public good of music education is an expected part of any cooperative relationship. However, the use of name, logos, and other service marks of corporate entities on NAFME-produced or -developed curriculum materials will not be primarily for the purpose of commercial promotion, where "commercial promotion" is construed narrowly as the placement of advertising for specific products or services. In all cases, this will follow IRS Corporate Sponsorship Rules.
8. NAFME public relations efforts connected with cooperative relationships will focus on the benefits of music education programs.
9. Federated state associations, societies, councils or other constituent entities may use the logo and service marks consistent with the style guide. A license will be required for this purpose, but the license will not be unreasonably withheld.

Scope

This policy applies to all NAFME communications in any medium.

Definitions

Branding and brand recognition, refers to the experiences consumers have toward a product or service.

Logo is defined by a graphical mark used to identify a company, organization, product or brand.

A service mark identifies a service, rather than goods.

References

Approved By:	NEB, January 4, 2013
Date of Last Revision:	NEB April 2000
History:	April 7-9, 2000

Title: Marketing

Rationale or Purpose

As part of building and maintaining the Association's financial base and advancing its interests and reputation on behalf of the membership, it is necessary to market programs, projects, events, and campaigns. In marketing activity, it is necessary to establish a consistent policy to protect the Association.

Policy Statement

The marketing of the Association and of music education is appropriate to the overall operation of NAFME. We believe that following best practices in marketing helps to promote the positive image and reputation of both the Association and music education.

Procedures

1. General:
 - a) The Association does not sell its mailing lists, but follows best business practice in renting the list.
 - b) The Association does not rent the list for the purpose of building membership in other organizations.
2. Members and Students:
 - a) Marketing programs to students and members will be allowed only with controls to ensure student non-exploitation.
 - b) Marketing programs shall be sensitive to community norms and morals.
3. Marketing programs shall avoid any implication that the Association is advocating the involvement of minor students in activities or consumption patterns not generally accepted by major legal, educational, or medical authorities.
4. NAFME will comply with business best practices for email marketing, including anti-spam considerations.

Definitions

Marketing is defined as the processor technique of promoting, selling, and distributing a product or service. It is also accepted as an aggregate of functions involved in moving goods form producer to consumer.

References

Approved By:	NEB, January 4, 2013
Date of Last Revision:	July 2004 (see Advertising Policy)
History:	Long standing practices and policies. This practice and policy have been in place since the late 1990s.

Title: Advertising Policy

Rationale or Purpose

Because advertisement placed in various NAFME media have legal and reputational implications, a policy on advertising is necessary.

Policy Statement

- A. NAFME accepts advertising that is of potential interest to our members in their roles as music educators or those who support music education. NAFME makes no warranty as to the correctness of advertising in NAFME venues and neither endorses the contents of advertisements nor entities placing the advertisements. The content of advertisements is the sole responsibility of the advertiser, and NAFME accepts no responsibility for misinterpretation in advertising copy. In general, it is the policy of NAFME to accept ads that might be of interest to any portion of the membership, using the presumption that members are able to judge for themselves whether the advertised product or service is of interest in each individual case.
- B. NAFME reserves the right to refuse any ad, including, but not limited to ads that:
 - 1. Are of insufficient technical quality to be reduced properly
 - 2. Feature content that advertises a product, event, organization, or act that is likely to be held in violation of federal law
 - 3. Feature products or services that are considered inappropriate for use by the general public or by children or not generally accepted by major legal, educational, or medical authorities such as the Surgeon General or other authoritative bodies (e.g. with regard to alcohol, tobacco, firearms).
 - 4. Feature or promote political or social movements external to the mission of NAFME, except where such association is likely to materially further the mission of the Association.
 - 5. Feature or promote activities or products that are likely to produce effects contrary to the NAFME Strategic Plan. This will be determined by the Executive Director/CEO in consultation with the Executive Committee of the National Executive Board
- C. NAFME does not refuse advertising on the basis of race, religion, nationality, political affiliation, gender, or sexual orientation of the advertiser.
- D. In cases of ads whose content or format might be misinterpreted as editorial copy, NAFME reserves the right to append the word, “advertisement.”
- E. NAFME reserves the right to control placement of all advertising, subject to contractual agreement with advertisers who request and pay for special placement.

Scope

This policy applies to all advertising in all NAFME media, paid and unpaid.

Definitions

“Effects Contrary to the NAFME Strategic Plan” in this case, refers to products that undermine the mission, vision, and values of NAFME. It does not involve judgments over the pedagogical soundness of a given product or service, nor does it involve judgments over the delivery methods proposed (school-based, web-based, community-based, parentally delivered, etc.)

References

NEB, January 4, 2013	NEB, January 4, 2013
Date of Last Revision:	July 2-3, 2004 November 5, 2019, NEB Meeting
History:	November 16-18, 1997 November 2019: Policy revised regarding acceptance of advertising, right of refusal. Also language added under “Definition”.

Title: Communication to Leadership and Members

Rationale or Purpose

In order for leaders and members to have knowledge of the governance operations and actions of the Association, it is necessary to post various reports and other documents for leadership and members. The purpose of these reports is to keep all concerned updated on specific activities conducted by the Association.

Following meetings of various types (including but not limited to board meetings, national leadership meetings, and various summits and biennial meetings), it may be expected that reports are posted for leadership and members. The purpose of these reports is to keep all concerned updated on specific activities being conducted by the Association.

Policy Statement

It is the policy of the Association that the Office of the Executive Director/CEO shall be required to post or otherwise distribute various documents on behalf of the Association consistent with the procedures provided herein.

Procedures

1. General
 - a. A variety of reporting systems may be used to keep interested parties informed as to the actions and positions of the Association. Wherever possible, items shall be made available on the appropriate section of the Association's web sites. Unless otherwise specifically designated by the NEB, decisions on the appropriate location and distribution and the audience associated with each document shall be the responsibility of the executive staff.
2. Governance reports
 - a. Minutes of the NEB shall be posted to the leadership web site within two weeks of their final approval by the NEB. Individual members may obtain copies of approved minutes by making a request to the Association office.
 - b. The official Annual Report of a Society or Council to the National Assembly shall be printed and distributed to the attendees at the National Assembly
 - c. The adopted Constitution and Bylaws of the Association shall be posted to the Association website.
 - d. The Strategic Plan of the Association shall be posted to the Association website.
3. Fiscal documents
 - a. The biennial budget adopted by the National Executive Board shall be posted to the Association web site within two weeks of its adoption.
 - b. The Association audited financial statement shall be posted to the Association web site within two weeks of its acceptance by the National Executive Board.
 - c. The Association federal form 990 shall be posted to the Association web site within two weeks of its filing.
4. Official position statements and public statements of the Association
 - a. Official positions of the Association contained in adopted position statements or other documents so designated by the NEB shall be posted to the Association web site within two weeks of their adoption.
 - b. Documents designated by the National Executive Board for dissemination shall be posted on the Association web site within two weeks of the board's action.
5. Interest area forums and other causal communications do not necessarily denote the official position of the Association. Such forums are intended to provide societies, councils, and individual members and opportunity to participate in online discussions that further the general interest of the profession.

6. Social media communications such as but not limited to Facebook, Twitter, LinkedIn, etc., do not constitute the official position of the Association. The Association's participation in social media is intended to afford members the opportunity to communicate broadly on matters of interest to them in the field of music education and Association activities.
7. Articles in periodicals and other communication vehicles of the Association, unless specifically noted, are not the official position of the Association.

Definitions

"NEB" in this policy refers to the National Executive Board.

"Print" in this policy means formatted and provided electronically or on paper.

References

Approved By:	NEB, January 4, 2013
Date of Last Revision:	
History:	Compilation of practices, policies, and federal and state laws.

Title: NAFME Juried Journals

Rationale or Purpose

To pursue through juried serial publications the Association's purpose, as stated in the NAFME Constitution: "to improve the quality of teaching, research, and scholarship in music."

Policy Statement

It shall be the policy of the Association that Journals be published to improve the quality of teaching, research, and scholarship in music; and that the Association may publish journals in designated subsets of the music education profession aligned with the Society and Council structure of the Association and in conformity with the Association's bylaws.

Procedures

1. General
 - a. Business considerations.
 - i. Publishing. The Office of the Executive Director/CEO is empowered to negotiate and implement contracts for the development and distribution of journals, working within the budget of the Association.
 - ii. Advertising. The Office of the Executive Director/CEO is empowered to accept advertising in journals.
 - iii. Copyright: NAFME, as a nonprofit educational association, holds copyright to articles published in NAFME journals. The Association retains control over republishing (in full or in excerpt form) in an anthology or in other forms. NAFME allows authors to retain the right to revise, adapt, prepare derivative works, present orally, and distribute the work for noncommercial purposes.
 - b. Staff, under the direction of the Office of the Executive Director/CEO, determines overall style and format of the journals. Staff will not make changes to a manuscript or title of a juried article contained in a journal without consulting the author of that article.
 - c. Ethics: Authors submitting to NAFME journals are agreeing to be bound by the NAFME Research Publication/Presentation Code of Ethics
 - d. Articles in NAFME juried journals, unless specifically noted, are not the official position of the Association.
2. Music Educators Journal
 - a. Purpose. As the lead journal of the National Association for Music Education, the *MEJ* contains articles that express a variety of points of view on teaching music, the fine arts and arts education, and current issues in music education, representative of the diversity of the music education profession.
 - b. The Editorial Committee
 - i. The Editorial Committee of the Music Educators Journal consists of twenty members including a chair who also serves as Academic Editor, and an Associate Editor. The Advisory Committee of the Music Educators Journal consists of up to forty members. The title of the chair is "Academic Editor and Chair of the Editorial Committees." Members of both committees are selected by the processes outlined in the NAFME constitution and bylaws.
 - ii. The primary review body for peer-reviewed content submitted to the MEJ and is responsible for the academic quality of the journal. The Editorial Committee determines policy for peer-

reviewed content and offers advice regarding all other aspects of the journal. The Academic Editor and Chair, Associate Editor, and new committee members are appointed by the National Executive Board with recommendation from the Editorial Committee.

- iii. The Editorial Committee elects a candidate for the position of Academic Editor and Chair of the Editorial Committees, elects a candidate for the position of Associate Editor, and it develops a ranked list of candidates for membership to both the Editorial Committee and the Advisory Committee. The current Chair presents these candidates to the National Executive Board for appointment.

c. Selection and Terms

- i. Members of the Editorial Committee serve four-year terms except for those in elected editorial positions who serve six-year terms (two as Associate Editor, two as Academic Editor, and two as Past Editor). Members of the Editorial Committee may stand for reelection to consecutive terms. It is the Editorial Committee's responsibility to fill Committee and/or editorial vacancies that may arise between election cycles.
- ii. The Advisory Committee is the secondary review body for peer-reviewed content submitted to the MEJ and is primarily responsible for ensuring that the journal's academic content is relevant to practicing music teachers. Members will serve either two or four year terms until a regular rotation of four-year terms is established in 2018; they may serve consecutive terms. Members are appointed by the Editorial Committee with approval from the National Executive Board.
- iii. There are a minimum of three four editorial positions associated the MEJ. The "Academic Editor" is the elected chair of the Editorial Committees and is primarily responsible for peer-reviewed content published with the MEJ. The "Editor" is a member of the editorial staff of NAFME and is primarily responsible for all other issues beyond the content of peer reviewed articles. The "Associate Editor" is a member of the Editorial Committee, with responsibility to assist both the Academic Editor and Editor. The "Past Editor" is the immediate past "Academic Editor." It is expected that each of these individuals will collaborate closely to ensure the quality and integrity of the MEJ's standards, processes, and production values.

d. Roles and Responsibilities of Editorial and Advisory Committee Members of NAFME Journals

- i. Formation of editorial committees
 - 1. The editorial committee of each of the NAFME journals—Music Educators Journal, Journal of Research in Music Education, Update: Applications of Research in Music Education, Journal of Music Teacher Education, and General Music Today will be selected according to the process and procedures set forth by the NAFME constitution and bylaws.
- ii. Editorial Review of Manuscripts: Projecting a Professional Image.
 - 1. The editorial committee member will perform a thorough written review of each manuscript assigned to him or her.
 - 2. In the written review, the editorial committee member will provide specific, clear, and tactful comments, with the understanding that they may be passed on directly to the author.
 - 3. The editorial committee member will avoid biased reviewing (biased defined as unwillingness to consider other valid perspectives).
 - 4. The editorial committee member will submit reviews to the committee chair in a timely fashion.
 - 5. The editorial committee member will attend committee meetings, usually in conjunction with the national conference.
- iii. Assuring a Professional Approach to the Review Process.
 - 1. If the editorial committee member exhibits a pattern of behavior that is not

consistent with any or all of the above criteria, the chair will discuss the matter with the committee member and attempt to resolve any problems. The committee chair shall document actions not in correspondence with the criteria, as well as the content of any related communication.

2. If after consultation on the matter the editorial committee member continues to fail to carry out his or her responsibilities in the above described professional manner, the editorial committee chair will consult with the chair of the society who oversees the journal and will recommend that action be taken to either ask the committee member to resign or be terminated. If the committee member chooses not to resign and the determination is that he or she should be terminated as a member of the editorial committee, the society chair will make that recommendation to the NAFME president, who will in turn seek National Executive Board approval. In the case of MEJ, the Chair of the Editorial Committees will consult with the NAFME president, who will then recommend termination to the NEB.

iv. Replacement of an Editorial Committee Member

1. In the event that an editorial committee member is unable to complete a full term of office, the position shall be filled by a qualified person recommended by the committee chair, approved by the appropriate society, and appointed by the NEB. The term of office will be for a period sufficient to complete the unexpired term. If the unexpired term is for less than half of a regular term, the replacement committee member may be considered for reappointment.
2. Alternatively, the position may remain open until the next regularly scheduled slate of editorial committee nominees is put forth, thus providing an opportunity to select and appoint a replacement to complete the unexpired term. If an MEJ editorial committee member or nominee does not respond to communications for a two-month period or does not establish the appropriate account in the SageTrack system within two months following notification, the individual will be notified that their service is no longer needed and the replacement procedures outlined above will become effective.

e. Roles and Responsibilities of Chairs of Editorial Committees of NAFME Journals

i. Formation of Editorial Committees

1. The editorial committee and chair (editor) of each of the NAFME Journals-- Music Educators Journal, Journal of Research in Music Education, Update: Applications of Research in Music Education, Journal of Music Teacher Education, and General Music Today--will be selected according to the process and procedures set forth by the NAFME constitution and bylaws.

ii. Editorial Review of Manuscripts

1. The chair (editor) of the editorial committee will oversee the review of manuscripts submitted for publication. Committee members will assist in the review. The review process is now managed online at Sage Publications, the publisher of NAFME's journals.
2. The chair will approve manuscripts for publication through the SageTrack site for NAFME's journals. The chair will forward an email to the NAFME staff editor informing which manuscripts are ready for formatting, editing, and final review by the author. The NAFME staff editor will forward the final version of the manuscript to the Sage Publications production unit.
3. The chair will submit a tentative schedule of publication for the accepted

manuscripts to NAFME's staff editor in a timely fashion.

iii. Assurance of timely publication of journals

1. If the chair (editor) is late in reviewing manuscripts, the NAFME staff will discuss the matter with the chair and attempt to resolve any difficulties causing the delay.
2. If, in the case of the MEJ, the chair continues to be delinquent in the review process of manuscripts, the NAFME president will contact the MEJ chair directly, since there is no society oversight.
3. If the MEJ chair is still unable to fulfill his or her responsibilities for manuscript review, the chair will, with approval of the NAFME president, delegate his or her responsibilities to another member of the journal's editorial committee and inform the publications department of this change.

f. Philosophy

- i. As the journal of the National Association for Music Education, the MEJ should contain articles that express a variety of points of view on teaching music, the fine arts and arts education, and current issues in music education. Therefore, some members of the Editorial Committee, the Advisory Committee, the National Executive Board, and the general membership will not agree with some articles that will be published. Such a situation is not only acceptable, it is desirable if the MEJ is to represent the diversity of the music education profession. Therefore, no article should be rejected solely on the basis of the views expressed in it, provided such views do not conflict with recognized NAFME goals or policies.

g. Review of Manuscripts

- i. The principal role of the Editorial and Advisory Committees is to act as the peer-review panel for the content of the journal. The MEJ Academic Editor reads all articles that are submitted for publication; he or she returns any obviously unsuitable manuscripts to the authors with a brief explanation of the reasons for rejection or un-submission and any potential steps that might result in a successful re-submission.
- ii. Manuscripts are rejected at this point only if their content or form clearly contravenes the MEJ "Aims and Scope" or "Guidelines for Manuscript Submission." The Academic Editor identifies the subject matter of each remaining manuscript and chooses, on the basis of members' interests and areas of expertise, at least three members drawn from the Editorial and Advisory Committees to act as reviewers.
- iii. The Academic Editor may recruit additional reviewers for evaluation of specific manuscripts if there is insufficient expertise represented by members of the two review committees. Except in extenuating circumstances discussed with the Editor and any designated Associate Editors, each manuscript will be reviewed by at least two members of the Editorial Committee.
- iv. The MEJ uses a double-blind review process where neither reviewers nor authors are identified. The process is managed through an online system. The assigned review team reviews the manuscript according to the guidelines on the review form. The Academic Editor ensures that all correspondence is both timely and informative for all involved parties.
- v. The reviewers' comments may include, but are not limited to, the adherence of the manuscript to the MEJ "Aims and Scope" and "Guidelines for Manuscript Submission."
 1. Reviewers should give special attention to the interest that the subject is likely to hold for the readers of the journal and the accuracy of the information

presented in the manuscript.

2. Since the MEJ is the official voice of NAFME, it should not contain articles that conflict with recognized NAFME goals or policies unless that conflict is specifically acknowledged in the text. Reviewers are responsible for identifying manuscripts or portions of manuscripts that conflict with such goals or policies.
 - 3 Upon receipt of reviewers' comments and review of the manuscript, the Academic Editor makes the decision to either accept, accept conditionally, request revision, or reject the manuscript. The Editor will normally follow the recommendation of the Academic Editor. However, if circumstances warrant, the Editor may confer with others to determine a course of action.
 - 4 When requesting a revision, the Academic Editor provides specific and detailed instructions directing the author toward the successful alteration of his or her work. The Academic Editor may choose these comments from the review forms, but must ensure that the instructions include suggestions on how the author might handle any contradictory information.
- vi. Manuscripts that are revised and resubmitted are, when possible, sent to the committee members who reviewed the original version; copies of all previous review comments are included with the revision. On receiving the reviewers' comments on the revision, the Academic Editor again makes a decision regarding suitability for publication.
- vii All decisions are to be communicated to the author, including a rationale for the decision whenever possible.
- viii The Academic Editor, with input from members of the Editorial Committee and/or the Editor, will occasionally identify authors who might be able to cover topics identified as especially important or timely. The Academic Editor will invite these authors to contribute to the journal – with the clear understanding that these manuscripts will be subject to the same review process applied to all MEJ features.

h. Special Focus Issues

- i. Guest editors for special focus issues of the Music Educators Journal play a unique role. They write contributions to a special focus section and solicit and organize manuscripts from other contributors. Their job involves a range of activities, from determining focus with the Academic Editor and the Editor to submitting the manuscripts to MEJ.
- ii. The following outlines the process of producing the academic content for a special focus issue:
 1. Conceptualization
 - a. The Academic Editor identifies and contacts a guest editor who agrees to produce a special focus issue of 6 to 7 articles related to the main topic. This does not preclude the possibility that special focus issues may be proposed directly by a potential guest editor or by groups within the NAFME structure.
 - b. The guest editor solicits 6 or 7 contributors to contribute manuscripts for the special focus issue. This may include an "open call" published in various online and print venues. The guest editor will clearly inform prospective authors that this solicitation does not guarantee acceptance for publication.
 2. Preliminary Proposal
 - a. The guest editor submits a preliminary proposal to the Academic

Editor. The preliminary proposal should include a short rationale for and description of the issue as well as working titles, names and affiliations of contributors, and a few sentences describing the content of each planned manuscript. The preliminary proposal should include enough information to allow the Academic Editor and Editor to determine whether the articles overlap or whether key information is omitted.

- b. The Academic Editor and Editor request input from the rest of the Editorial Committee; they then review the preliminary proposal and comments from committee members. The Academic Editor informs the guest editor of the preliminary proposal's status and shares any comments concerning the proposal. If the preliminary proposal is approved at this stage, the Academic Editor sets a preliminary due date for submission of all manuscripts, usually about nine months before the projected publication date. This information is necessary for development of the final proposal.

3. Development of the Final Proposal

- a. Upon acceptance of the preliminary proposal, the guest editor directs each contributor to the online MEJ "Aims and Scope" and "Guidelines for Manuscript Submission" and requests initial outlines to be returned to him/her in one month.
- b. The contributors send their outlines to the guest editor for review. The guest editor returns the outlines to the contributors with feedback and suggestions and works with authors to refine the content of the prospective articles. This step is taken to clarify content and to avoid redundancy in the manuscripts.
- c. The guest editor compiles all information about the prospective articles and authors and submits the material to the Academic Editor as a formal proposal for a special focus issue. The proposal must include a timeline for submission of completed manuscripts, allow at least four months for the review process, and allow three additional months for production. The proposal may outline a publication paradigm other than a single, complete issue of the MEJ (such as one article in each of multiple, consecutive issues).

4. Submission of the Final Proposal

- a. The Academic Editor reviews and either approves the final proposal or returns it to the guest editor for revision.
- b. The Academic Editor submits the finished proposal to the National Executive Board for final approval.

5. Development of Timeline

- a. Once the proposal has received approval from the National Executive Board, the Academic Editor sets a final timeline for receiving completed manuscripts. The submission deadline should allow the guest editor enough time to review the manuscripts and request revisions before authors submit their articles by the date specified in the final timeline.
- b. Because of the time required for the editorial and production processes, the earliest any article can be published is five months from the acceptance date.

6. Manuscript Submission and Review

- a. Writers submit their draft manuscripts to the guest editor. At this stage, the guest editor reads the entire set of manuscripts and works

to eliminate unnecessary repetition and other problems. If the guest editor has any questions or sees the need for any changes, he or she contacts the contributors.

- b. On the delivery date specified in the final timeline (at least five months before projected publication), the authors individually submit their finished manuscripts through the online manuscript submission system. The manuscripts are reviewed according to the procedures outlined in the above “Review of Manuscripts” except that: A) all special focus manuscripts are to be reviewed by the same set of reviewers; and B) reviewers may not be members of the Advisory Committee.
 - c. Because the outlines have been previously approved, manuscripts for special focus issues of the MEJ may be rejected only if they clearly do not contain the content agreed upon in those outlines or if the writing is significantly below acceptable standards for the MEJ. Articles that are unacceptable because of substandard writing should be rejected at the time of the first review. In no case should an author be asked to prepare more than one revision.
 - d. Based on the recommendations of the review team, the Academic Editor accepts each manuscript, asks for revisions, or rejects it. If an article is rejected, the guest editor may look for another author to write a manuscript.
- iii. If a manuscript needs to be revised, contributors must complete revisions within a specified time frame or they risk not having their manuscripts published. An author may choose not to revise and withdraw from the process.
 1. If the special focus issue is nearing the scheduled date for production (at least five months before projected publication) and manuscripts are not yet accepted, the Academic Editor, Editor, and guest editor will make a reasonable effort to expedite the process. This may include asking the NAFME editorial staff to provide the authors with assistance.
 2. If the number of manuscripts specified in the proposal has not been accepted within the indicated timeframe, the Academic Editor and Editor will confer to determine the impact on the production schedule. Based on that information, the Academic Editor will determine how to proceed with publication of the accepted manuscripts. Of critical importance will be the determination of whether the accepted manuscripts function best as independent pieces or as a unified group.
 - iv. The Academic Editor offers advisory recommendations to the guest editor regarding the content of the special focus issue and its proposed articles. Because the guest editor for each special focus issue has been selected specifically for his or her expertise, the guest editor is not required to adhere to all of the recommendations of the Academic Editor. He or she should, however, give these recommendations serious consideration. If there are significant differences between the guest editor and either the Academic Editor or Editor at any stage during the review process, the Academic Editor will confer with the NAFME President, the Executive Director, and the Director of Publications to determine whether to accept or reject the material being reviewed.

I. Preparation

- i. As is traditional, the Editor determines the overall style of the MEJ. Normally the MEJ is edited according to the current edition of The Chicago Manual of Style and NAFME house style. When preparing individual articles for publication, the editorial staff will continue to consider the recommendations of the review team, the Academic Editor, and the author.
- ii. No major changes will be made to a manuscript or its title without consulting the author;

the Editor will attempt to communicate with the author about any last-minute issues that arise during production but is charged with making the final decision.

j. Departments

- i. As is traditional, the Editor determines the titles, format, and content of departments published in the MEJ. Departments are designed to serve a variety of purposes, including disseminating information to readers and furthering the philosophical and practical goals of NAFME. Therefore, the Editor makes decisions about departments based on the recommendations of the Editorial Committee, the NAFME staff and administration, and the NAFME leadership. Decisions regarding major changes in departments are to be discussed with the Academic Editor and approved by both the Executive Director and the Director of Publications.

3. Journal of Research in Music Education

- a. Purpose. JRME is the publication of the NAFME Society for Research in Music Education, which seeks to encourage and improve the quality of scholarship and research within the profession and to disseminate the results of this work within the music education community.
- b. Editorial Committee
 - i. Membership. The JRME Editorial Committee consists of 24 members, plus the Editor, each of whom serves a term of 4 years.
 - ii. Selection Process: JRME Editorial Committee issues a call to those interested in submitting their names for consideration for appointment to committee. Every two years the editor submits his or her recommendations to the SRME Executive Committee (including recommendations for Editor when that position is open). The SRME Executive Committee then selects two candidates for each available position ranked in order and sends the recommendations to the National Executive Board for consideration for appointment. At the summer meeting in each even year, the National Executive Board appoints six members (and an Editor, when applicable) to the JRME Editorial Committee.
- c. Review of Manuscripts: Manuscripts are subjected to blind review, using a process designed by the Editor within logistical and budgetary bounds set by the Office of the Executive Director/CEO.

4. Journal of Music Teacher Education

- a. Purpose. The *Journal of Music Teacher Education*, a peer-reviewed online professional development journal offers philosophical, historical, descriptive, or methodological articles related to music teacher education.
- b. Editorial Committee:
 - i. Membership. The JMTE Editorial Committee consists of 14 members plus the Editor, each of whom serves a term of 6 years. The Editor appoints an Editorial Committee member to serve as Associate Editor. Editorial Committee members who have completed at least three years of their 6-year term would be eligible to be appointed as Associate Editor for one year. Multi-year Associate Editor appointments would be permissible at the discretion of the Editor.
 - ii. Selection Process: JMTE Editorial Committee issues a call to those interested in submitting their names for consideration for appointment to committee (including to those interested from outside the United States). Every two years the editor submits his or her recommendations to the SMTE Executive Committee (including recommendations for Editor when that position is open). The SMTE Executive Committee then selects two candidates for each position available, ranked in order of preference, and sends the recommendations to the National Executive Board for consideration for appointment, while always maintaining an International member. At the summer meeting in each even year, the National Executive Board appoints members (and Editor, when applicable) to the JMTE Editorial Committee.
- c. Review of Manuscripts: Manuscripts are subjected to blind review, using a process designed by the Editor within logistical and budgetary bounds set by the Office of the Executive Director/CEO.

5. UPDATE:

- a. Purpose. *Update: Applications of Research in Music Education* is a peer-reviewed journal that brings research in music teaching and learning close to everyday practice, enabling teachers to apply the results of research readily in music classrooms and rehearsal halls.
Editorial Committee & Advisory Council
 - i. Membership. The Update Editorial Committee consist of the Editor, who serves 2 years as associate editor and 4 years as editor, and 12 members, each of whom serves a term of 4 years. An Advisory Council of PreK-12 music educators shall provide critical review and evaluation of
 - (a) manuscripts submitted for publication and (b) those recently published.
 - 1. Six Researchers
 - 2. Six Clinicians
 - 3. A maximum of 12 Advisory Council Members
 - ii. Selection Process.
 - 1. Researchers & Clinicians. The UPDATE Editorial Committee issues a call to those interested in submitting their names for consideration for appointment to committee. Every two years the editor submits his or her recommendations to the SRME Executive Committee (including recommendations for Editor, when that position is available). The SRME Executive Committee then selects two candidates for each position available ranked in order of preference and sends to the National Executive Board for consideration for appointment. At the summer meeting in each even year, the National Executive Board appoints members (and Editor, when appropriate) to the UPDATE Editorial Committee.
 - 2. Advisory Council. The Advisory Council will be comprised of up to 12 members representing a broad range of music teacher types (choral, instrumental, general, elementary, secondary). There is no set term of service. Members are added as needed from nominations by current Update Editorial Committee members, and the Council members can opt out as they wish. The make-up of the Council is reviewed each biennium to monitor eligibility and breadth of coverage.
- b. Review of Manuscripts. Manuscripts are subjected to blind review, using a process designed by the Editor within logistical and budgetary bounds set by the Office of the Executive Director/CEO.

6. Journal of General Music Education (JGME)

- a. Purpose. *Journal of General Music Education*, a peer-reviewed journal, welcomes manuscripts of interest to general music professionals at all levels. We are specifically interested in manuscripts that describe successful practices, share teaching strategies and/or materials, and suggest new ideas or issues of concern in general music.
- b. Editorial Committee
 - ii. Membership. The JGME Editorial Committee consists of 9 members plus the Editor, each of whom serves a term of 6 years.
 - iii. Selection Process. JGME Editorial Committee issues a call to those interested in submitting their names for consideration for appointment to committee. Every two years the editor submits two candidates for each position available (including the Editor, when that position is open), ranked in order of preference, to the National Executive Board for consideration for appointment. At the summer meeting in the even-year, the National Executive Board appoints members (and the Editor, when appropriate) to the JGME Editorial Committee.
- c. Review of Manuscripts. Manuscripts are subjected to blind review, using a process designed by the Editor within logistical and budgetary bounds set by the Office of the Executive Director/CEO.

Scope

Definitions

Published means prepared for dissemination and disseminated, whether in print or by digital transmission.

“NEB” in this policy refers to the National Executive Board.

UPDATE Clinician is one who has direct and substantive interaction with P-12 music teachers, e.g., as a supervisor, curriculum leader, or conference presenter.

References

NAfME Bylaw 5.A.

NAfME Policy I.D.001, Procedure

3.a NAfME Policy I.E.001,

Procedure 3.a

NAfME Research Publication/Presentation Code of Ethics (attached, as appendix to this Policy)

Approved By:	NEB, January 4, 2013
Date of Last Revision:	June 22, 2023; March 30, 2021; February 25, 2021; December 15, 2020; September 24, 2020; May 22, 2018; January 19-21, 2017; May 19, 2015; January 22-24, 2015
History:	Revised June 22, 2023 MEJ made edits to use more inclusive language, updating the titles of the journals and systems. Revised June 22, 2023 JMTE Increased size of editorial board 2 people and inclusion of a member from outside of the United States. Revised March 2021 with name change from GMT to JGME. Revised 2021 with increase in number of editorial committee members and providing for an Associate Editor for JMTE which was approved by the NEB.

Appendix: NAfME Research Publication/Presentation Code of Ethics¹

1. Multiple submissions. An author must not submit the same manuscript for simultaneous consideration by two or more journals. If a manuscript is rejected by one journal, an author may then submit it to another journal.

2. Duplicate publication. An author must not submit a manuscript published in whole or in substantial part in another journal or published work. Exceptions may be made for previous publication (a) in a periodical with limited circulation or availability (e.g., a government agency report) or (b) in an abstracted form (e.g., a convention proceedings). Any prior publication should be noted and referenced in the manuscript, and the author must inform the editor of the existence of any similar manuscripts that have already been published or submitted for publication or that may be submitted for concurrent consideration to the journal or elsewhere.

3. Piecemeal publication. Investigators who engage in systematic programs of research report their results from time to time as significant portions of their programs are completed. This is both legitimate and inevitable in research programs that are on very large scales or of several years’ duration. In contrast to this kind of publication,

articles are received in which a single investigation has been broken up into separate manuscripts submitted seriatim. Authors are obligated to present work parsimoniously and as completely as possible. Data that can be meaningfully combined within a single publication should be presented together. Authors who wish to divide reports of studies into more than one article should inform the editor.

4. Authorship. Authorship is reserved to those who make major contributions to the research. Credit is assigned to those who have contributed to a publication in proportion to their professional contributions. Major contributions of a professional character made by several individuals to a common project are recognized by joint authorship, with the individual who made the principal contribution listed first. Minor contributions of a professional character and extensive clerical or similar assistance may be acknowledged in endnotes or in an introductory statement. Acknowledgment through specific citations is made for unpublished as well as published material that has directly influenced the research or writing. Individuals who compile and edit material of others for publication publish the material in the name of the originating group, if appropriate, with their own names appearing as chairperson or editor. All contributors are to be acknowledged and named.

5. Copyright. Once an article is accepted, an author transfers literary rights on the published article to the publishing organization (in this case, NAFME) so that the author and the Association are protected from misuse of copyright material. An article will not be published until the author's signed copyright transfer has been received by the national office of the publishing organization. Contributors are responsible for obtaining copyright clearance on illustrations, figures, or lengthy quotes that have been published elsewhere.

6. Conference presentation. Papers submitted for presentation via any format (e.g., posters, paper-reading sessions) should not have been presented at another major conference. If the data have been presented in whole or substantive part in any forum, in print, or at previous research sessions, a statement specifying particulars of the above must be included with the submission.

7. Ethical conduct and institutional review compliance. Authors are expected to comply with APA ethical standards (www.apa.org/ethics/code2002.html) and institutional and federal regulations on the treatment of humansubjects.

Note: Any violation of the Code of Ethics will result in immediate rejection of the manuscript/paper, without further consideration.

1. This version of the Code of Ethics was adopted in May 2006. This material is based on the following sources: Publication Manual of the American Psychological Association, 5th ed. (Washington, DC: APA, 2001); and Ethical Principles of Psychologists and Code of Conduct (APA, 2000), found at www.apa.org/ethics.

Title: NAFME Non-Juried Periodicals

Rationale or Purpose

To further the Strategic Plan of the Association through periodical publications.

Policy Statement

It shall be the policy of the Association that periodical publications be published to further the Strategic Plan of the Association.

Procedures

1. General
 - a. Business considerations.
 - i. Publishing. The Office of the Executive Director/CEO is empowered to negotiate and implement contracts for the development and distribution of non-juried periodicals, working within the budget of the Association.
 - ii. Advertising. The Office of the Executive Director/CEO is empowered to accept advertising in these periodical publications.
 - b. Content:
 - i. Content in NAFME non-juried periodicals is chosen under the direction of the Office of the Executive Director/CEO to further the Strategic Plan of the Association. This content may be developed by staff, by individuals or entities under contract to the Association, or by volunteers for the Association.
 1. Volunteer-developed content: Content developed by volunteers will engage, where possible, the Society and Council structure of the Association.
 - a. NAFME, as a nonprofit educational association, holds copyright to articles published in NAFME journals. The Association retains control over republishing (in full or in excerpt form) in an anthology or in other. NAFME allows authors to retain the right to revise, adapt, prepare derivative works, present orally, and distribute the work for noncommercial purposes.
 - ii. Articles and other content in non-juried periodicals of NAFME, unless specifically noted, are not the official position of the Association.

Scope

Non-juried Association periodicals.

Definitions

“Published” means prepared for dissemination and disseminated, whether in print or by digital transmission.

“Periodical Publications” means publications released on a regular or intermittent basis, in print or in digital form. For the purposes of this policy, this includes maintaining an Association Web Site.

References

Approved By:	NEB, January 4, 2013
Date of Last Revision:	January 3-5, 2013
History:	Reflects current practices.

Title: Written Information Security Policy

Rationale or Purpose

1. Ensure the security, confidentiality, integrity, and availability of personal and other member information Accessing Party collects, creates, uses, and maintains.
2. Protect against any anticipated threats or hazards to the security, confidentiality, integrity, or availability of such information.
3. Protect against unauthorized access to or use of NAFME -maintained personal and other member information that could result in substantial harm or inconvenience to any member, NAFME employee or other individual.
4. Define an information security policy that is appropriate to NAFME's size, scope, and business, its available resources, and the amount of personal and other member information that NAFME owns or maintains on behalf of others, while recognizing the need to protect both member and NAFME employee information.

Policy Statement

The objectives of this comprehensive written information security policy include defining, documenting, and supporting the implementation and maintenance of the administrative, technical, and physical safeguards National Association for Music Education ("NAFME") has selected to protect the personal information it collects, creates, uses, and maintains. This Written Information Security Policy is binding on all segments of NAFME, including the National office, State Affiliates, subsets of State Affiliates, Societies and Councils, and subsets of Societies and Councils as well as all other parties who have been given access to the information covered by this Written Information Security Policy (hereafter collectively referred to as "**Accessing Party**"). All entities and/or individuals must sign a statement that they have read, understood, and agree to abide by this Written Information Security Policy prior to being granted access to any information covered by this Written Information Security Policy. This Written Information Security Policy has been developed in accordance with the requirements of the Massachusetts Data Security Regulation, 201 Code Mass. Regs. 17.01 to 17.05 and other similar U.S. state laws.

If this Written Information Security Policy conflicts with any legal obligation or other Accessing Party policy or procedure, the provisions of this Written Information Security Policy shall govern, unless the Information Security Coordinator specifically reviews, approves, and documents an exception.

1. Information Security Coordinator. Accessing Party will designate at least one person to implement, coordinate, and maintain this Written Information Security Policy (the "**Information Security Coordinator**"). NAFME's Executive Director will serve as the Information Security Coordinator for NAFME. The Information Security Coordinator shall be responsible for:
 - a. Initial implementation of and compliance with this Written Information Security Policy.
 - b. Employee, contractor, and (as applicable) stakeholder training, including:
 - i. Providing periodic training regarding this Written Information Security Policy, Accessing Party's safeguards, and relevant information security policies and procedures for all employees, contractors, and (as applicable) stakeholders who have or may have access to personal or other member information;
 - ii. Ensuring that training attendees formally acknowledge their receipt and understanding of the training and related documentation, through written acknowledgement forms; and

- iii. Retaining training and acknowledgement records.
 - c. Defining and managing an exceptions process to review, approve or deny, document, monitor, and periodically reassess any necessary and appropriate, business-driven requests for deviations from this Written Information Security Policy or Accessing Party's information security policies and procedures.
2. Risk Assessment. As a part of developing and implementing this Written Security Policy, Accessing Party will conduct a periodic, documented risk assessment.
- a. The risk assessment shall:
 - i. Identify reasonably foreseeable internal and external risks to the security, confidentiality, integrity, or availability or any electronic, paper, or other records containing personal or other member information;
 - ii. Assess the likelihood and potential damage that could result from such risks, taking into consideration the sensitivity of the personal and other member information; and
 - iii. Evaluate the sufficiency of relevant policies, procedures, systems, and safeguards in place to control such risks.
 - b. Following each risk assessment, Accessing Party will:
 - i. Design, implement, and maintain reasonable and appropriate safeguards to minimize identified risks;
 - ii. Reasonably and appropriately address any identified gaps; and
 - iii. Regularly monitor the effectiveness of Accessing Party's safeguards, as specified in this Written Information Security Policy.
3. Safeguards. Accessing Party will develop, implement, and maintain reasonable administrative, technical, and physical safeguards in accordance with applicable laws and standards to protect the security, confidentiality, integrity, and availability of personal or other member information that Accessing Party owns or maintains on behalf of others.
- a. Accessing Party's administrative safeguards shall include, at a minimum:
 - i. Designating one or more employees to coordinate the information security policy;
 - ii. Identifying reasonably foreseeable internal and external risks, and assessing whether existing safeguards adequately control the identified risks;
 - iii. Training employees in security policy practices and procedures, with management oversight;
 - iv. Selecting service providers that are capable of maintaining appropriate safeguards, and requiring service providers to maintain safeguards by contract; and
 - v. Adjusting the information security policy in light of business changes or new circumstances.
 - b. Accessing Party's technical safeguards shall include maintenance of a security system covering its network (including wireless capabilities) and computers that, at a minimum, and to the extent technically feasible, supports:
 - i. Secure user authentication protocols, including:
 - 1. Controlling user identification and authentication with a reasonably secure method of assigning and selecting passwords (ensuring that passwords are kept in a location or format that does not compromise security) or by using other technologies, such as biometrics or token devices;
 - 2. Restricting access to active users and active user accounts only and preventing terminated employees or contractors from accessing systems or records; and

3. Blocking a particular user identifier's access after multiple unsuccessful attempts to gain access or placing limitations on access for the particular system.
- ii. Secure access control measures, including:
 1. Restricting access to records and files containing personal or other member information to those with a need to know to perform their duties; and
 2. Assigning to each individual with computer or network access unique identifiers and passwords (or other authentication means, but not vendor-supplied default passwords) that are reasonably designed to maintain security.
 3. Encryption of all personal information traveling wirelessly or across public networks;
 4. Encryption of all personal information stored on laptops or other portable or mobile devices;
 5. Reasonable system monitoring for preventing, detecting, and responding to unauthorized use of or access to personal or other member information or other attacks or system failures;
 6. Reasonably current firewall protection and software patches for systems that contain (or may provide access to systems that contain) personal or other member information; and
 7. Reasonably current system security software (or a version that can still be supported with reasonably current patches and malicious software ("malware") definitions) that (1) includes malware protection with reasonably current patches and malware definitions, and (2) is configured to receive updates on a regular basis.
- c. Accessing Party's physical safeguards shall, at a minimum, provide for:
 - i. Defining and implementing reasonable physical security measures to protect areas where personal or other member information may be accessed, including reasonably restricting physical access and storing records containing personal or other member information in locked facilities, areas, or containers;
 - ii. Preventing, detecting, and responding to intrusions or unauthorized access to personal or other member information, including during or after data collection, transportation, or disposal; and
 - iii. Secure disposal or destruction of personal information, whether in paper or electronic form, when it is no longer to be retained in accordance with applicable laws or accepted standards.
4. Service Provider Oversight. Accessing Party will oversee each of its service providers that may have access to or otherwise create, collect, use, or maintain personal or other member information on its behalf by requiring the service provider by contract to implement and maintain reasonable security measures, consistent with this Written Information Security Policy and all applicable laws and NAFME's obligations.
5. Monitoring. Accessing Party will regularly test and monitor the implementation and effectiveness of its information security policy to ensure that it is operating in a manner reasonably calculated to prevent unauthorized access to or use of personal or other member information. Accessing Party shall reasonably and appropriately address any identified gaps.
6. Incident Response. Accessing Party must complete the activities listed below following an actual or suspected breach of security. A "breach of security" is the unauthorized acquisition or unauthorized use of unencrypted data or, encrypted electronic data and the confidential process or key that is capable of compromising the security, confidentiality, or integrity of personal information. A good faith but unauthorized acquisition of personal information by a person or agency, or employee or agent thereof, for the lawful purposes of such person or agency, is not a breach of security unless the personal information is used in an unauthorized manner or subject to further unauthorized disclosure.

- a. Attempt to regain control of the disclosed information and otherwise remediate the situation.
 - b. Document the response to the security incident and events involved in the breach of security.
 - c. Perform a post-incident review of events and actions taken.
 - d. Take reasonable and appropriate steps to address any identified gaps.
 - e. Report fully on the extent of the breach and the factors leading up to the breach so that other entities within NAFME can consider revisions to practices and training.
7. Permissible Sharing of Other Member Information. Other member information will be maintained in a database open to all officers of the national organization (including Society or Council officers approved by the office of the Executive Director) and state affiliates who have signed the NAFME Written Information Security Policy.
- a. This information may be used internally for any appropriate Association business, as defined by the office of the Executive Director.
 - b. This information may be disseminated to outside entities when such distribution meets the following criteria:
 - i. Information of members or constituents who have asked that their information not be shared is not included in the disseminated list.
 - ii. Only name and postal address information may normally be shared. That is, neither email nor telephone numbers may be shared except in the following situations:
 1. Where the outside entity is doing a contracted task for the association and the information is necessary in carrying out that task.
 2. Where the information is supplied about only one or a few contacts for a purpose that would benefit the mission and goals of the association.
 - iii. The outside entity enters into a contract that adequately protects the information by
 1. Limiting the nature and scope of use
 2. Limiting the duration and frequency of use
 3. Providing for the destruction of the records in the outside entity's records at the termination of the contract.
 4. Breaches of this class of information will be handled by the Executive Director as deemed appropriate.
8. Permissible Sharing of Personal Information. Personal Information will be maintained separately, with limited and strictly controlled access.
- a. This information may only be shared with an outside entity that has been approved by NAFME's Executive Director and has signed the NAFME Written Information Security Policy.
9. Enforcement. Violations of this Written Information Security Policy will result in disciplinary action, in accordance with Accessing Party's information security policies and procedures and human resources policies.
10. Policy Review. Accessing Party will review this Written Information Security Policy and the security measures defined herein at least annually, or whenever there is a material change in Accessing Party's business practices that may reasonably implicate the security, confidentiality, integrity, or availability of records containing personal or other member information.
- a. Accessing Party shall retain documentation regarding any such policy review, including any identified gaps and action plans.

Scope

This Written Information Security Policy applies to all employees, contractors, officers, and directors of Accessing Party. It applies to any records that contain personal or other member information in any format and on any media, whether in electronic or paper form that is controlled by, created by, received by, or accessible through NAFME.

1. For purposes of this Written Information Security Policy, “**personal information**” means an individual’s first name, first initial and last name, or any other personal identifier, which, in combination with any of the following data elements, can be used to identify a person or the person’s information:
 - a. Social Security number;
 - b. Driver’s license number, other government-issued identification number, including passport number, or tribal identification number;
 - c. Account number, or credit or debit card number, with or without any required security code, access code, personal identification number, or password that would permit access to the individual’s financial account.
 - d. Health information, including information regarding the individual’s medical history or mental or physical condition, or medical treatment or diagnosis by a health care professional/created or received by NAFME;
 - e. Health insurance identification number, subscriber identification number, or other unique identifier used by a health insurer;
 - f. Biometric data collected from the individual and used to authenticate the individual during a transaction, such as an image or a fingerprint, retina, or iris; or
 - g. Email address or user ID with any required security code, access code, or password that would permit access to an online account.
2. Personal information does not include lawfully obtained information that is available to the general public, including publicly available information from federal, state, or local government records.
3. For purposes of this Written Information Security Policy, “**other member information**” means member and constituent contact information and information descriptive of a member or constituent’s relationship to NAFME.

Definitions:

Accessing Party: All other parties who have been given access to the information covered by this Written Information Security Policy (excluding the National office, State Affiliates, subsets of State Affiliates, Societies and Councils, and subsets of Societies and Councils).

Information Security Coordinator: Accessing Party’s designated individual to implement, coordinate, and maintain this Written Information Security Policy.

References

Approved By:	NEB, January 4, 2013
Date of Last Revision:	April 27, 2021; October 24, 2013

History:	<p>As a result of national, state, and international privacy laws, it became necessary for the Association to update this policy to conform to same.</p> <p>As a result of national, state, and international privacy laws, it became necessary for the Association to notify its components of personal security laws and regulations and to conform to same.</p>
-----------------	--

Title: Social Media Authorizations and Practices for internal components

Rationale or Purpose

NAfME recognizes the advent of social media platforms in communicating among individuals, partners, and our organizational components. To that end it is appropriate to establish a policy and guidelines that will ensure that the NEB fulfills its fiduciary responsibilities and enables respectful social media engagement between and among its members and our many publics for the use of social media platforms by internal components of the Association.

Policy Statement

NAfME authorizes the use of specific social media platforms by internal component entities of the Association (e.g., societies, councils, task forces, special committees, etc.) in conformity with guidelines outlined herein and which may be modified from time to time by the Office of the Executive Director/CEO in order to comply with various laws, rules, and regulations, other NAfME policies, and social media practices that protect the interests of members, officers, staff, students, and other institutional components.

Procedures

1. Authorizations
 - a. Social media platforms will be authorized by the Office of the Executive Director/CEO and reported to the NEB as components ask for and receive authorization to use same.
 - b. Components so authorized will use the official NAfME branded logos on the platform
 - c. Components will establish social media accounts only as authorized by NAfME
 - i. Any component of NAfME must have official authorization to create and operate in the social media platform space
 - ii. Components will have at least two administrators in addition to an authorized NAfME staff administrator
 - iii. The member volunteer administrators are primarily responsible for the page/site.
 - d. The Executive Director/CEO will designate a NAfME staff person as a page administrator or its equivalent for each authorized platform and component
 - i. Such staff member will have full rights to all administrative options on the platform
 - ii. Such staff member will not be responsible for maintenance of the page/site
 - iii. Such NAfME staff member will have the authority to remove or edit content that is inconsistent with NAfME policy or that is in opposition to any NAfME published policy positions.
2. Page Descriptions or their equivalent
 - i. NAfME will provide to each authorized component a recommended page description
 - ii. Comments or posts of the administrators shall be kept on the topic of the Component's subject/discipline
 - iii. Pages should promote participation of members
3. Group Guidelines
 - a. Membership in good standing with NAfME and its federated affiliate organizations is mandatory for administrators representing NAfME components
 - b. Access to the group may be controlled by administrators; such control may include denial of access to any who violate the terms stated in 4 and 5 below
4. Reserved Rights and Legal:
 - a. The following wording will be included, as appropriate to the platform, on the site:

- i. Users of this group are subject to all of the limitations, rights, and terms of service agreements required by the platform provider (e.g., Facebook)
 - ii. Individuals that post materials to the group's site of any kind are entirely responsible for the content of, and any harm resulting from that content.
 - iii. By making content available, you represent and warrant that you do not infringe on proprietary rights and you have the authority to post such content on our site. Pornographic, libelous, or defamatory content is not permitted on this site and your posting of it may result in immediate termination and/or criminal prosecution.
5. Understandings:
- i. The following wording will be included, as appropriate to the platform, on the site: Even though these sites are authorized as closed group or their equivalent, it is not a private one! That means anyone can copy conversations, take screenshots, or duplicate messages that appear on our board (i.e. page, site, etc.).
 - ii. Posts that are injurious to the Association, its component parts, or our family of federated associations will be taken down by NAFME.
 - iii. Failure to follow or abide by these standards will result in the individuals' removal from the group.

Scope

This policy covers all current and any additional components created or otherwise approved by the NEB in accordance with its policies

Definitions

- 1. Components shall mean societies, councils, committees, special committees, and tasks force of the Association
- 2. Social Media Platforms include but are not limited to Facebook, Twitter, Pinterest, and such other platforms of a similar nature
- 3. Closed Group refers to the fact that membership in the group may be subject to invitation and to revocation

References

Approved By:	NEB, June 24, 2015
Date of Last Revision:	
History:	This policy was enacted to fulfill requests primarily from societies and councils to use Facebook as an organizational tool in communicating with and to individuals who have been appointed to or who have declared an interest in a specific institutional component of the Association.

Title: Membership Year and Processing

Rationale or Purpose

It is necessary to establish policies and procedures to fulfill the bylaw's requirements for membership and processing.

Policy Statement

1. The membership year of the Association shall be either continuous, for each member, starting on his or her Anniversary Date, or uniform, with an expiration date of June 30 of each year, as dictated by membership type and preference of the corresponding federated state association, where applicable, for unified membership dues.
 - a. Process for dues collection
 - i. With the exception of Life members, if unified membership dues are paid to the national headquarters office, the national headquarters office shall remit the appropriate state dues to the federated state association on a monthly accrual basis. (Bylaws, Section 3. Remittance of Dues.) This remittance will be to one appropriately designated state fiscal officer.
 - ii. If unified membership dues are paid to the federated state association to which the member belongs, the association shall remit the appropriate national dues on a monthly basis to the national headquarters office. (Bylaws, Section 3. Remittance of Dues.)
 - iii. All state MEAs may collect state and national dues from attendees at their state conferences
 1. Where electronic processing is not possible, the information and funds from such dues collections must be remitted to the national office within one month's time.
 - b. National dues calculation. "Most recent CPI dues index" referenced in the NAFME bylaws (II, section 1) shall be interpreted to mean the CPI from the Washington DC metropolitan policy report for September of the current fiscal year.
 - c. The Office of the Executive Director/CEO is authorized to solicit the cooperation and support of the state MEAs to insure the most effective implementation for dues collection.
2. Unified membership
 - a. Each member shall hold concurrent membership in their respective federated state associations, except as noted below.
3. Categories of membership
 - a. Full Active members
 - i. Persons engaged in music teaching or other music related education work in the US of a including its territories the District of Columbia and APO and FPO addresses.
 - ii. Spousal consideration; in the event that two Full Active members notify the national office that they are married or the equivalent of married and reside at the same address, one of the two may be granted a dues rate for national dues that is \$20 less than the prevailing rate; provided that individual will not receive the national publications normally associated with full active membership.
 - b. Collegiate members.
 - i. Shall pay 30% of active member dues
 - ii. Shall have all the rights of the full active members with the exception of the right to vote and hold elective office.
 - iii. Shall hold concurrent membership in their state associations
 - iv. Collegiate chapter advisers must be active or life members of the Association.
 - v. Introductory membership shall be open to persons in their first year of full-time music teaching or other music related education work, who have been Collegiate members during the previous fiscal year. These members pay 50% of Full Active dues
 - c. Retired members

- i. Retired members shall have all the rights of membership with the exception of the right to hold elective office. (Bylaw I, section 5, b) this includes but is not limited appointment to positions consistent with the Association's policies and practices.
 - ii. Shall pay 50% of full active dues.
 - iii. Must have been a full active member for at least ten years.
- d. Life members
 - i. Individuals eligible for Full Active membership may become life members by payment of 3000 percent of active national membership dues at the time of their enrolment as life members.
 - ii. Such payment must be in a single, lump sum'; the life membership becomes effective immediately on receipt of this payment.
 - iii. Remittance of dues to states. As life members hold concurrent membership in their respective federated state associations.
 - 1. The national office shall remit to the states federated associations the dues prescribed in that state for that year, on an annual basis for the fiscal year.
 - 2. Where the life member has announced his or her retirement, the remittance of state dues shall be based on the retired member rates.
 - iv. Benefits to life members
 - 1. For members enrolled as life members on or before June 30, 1967,
 - a. They shall have the option of receiving major book and pamphlet publications
 - b. They shall receive MEJ and JRME unless they specify otherwise
 - 2. For members enrolled as life members on or after July 1, 1967
 - a. They shall receive MEJ and JRME unless they specify otherwise
- e. International
 - i. Membership shall be open to
 - 1. nationals of countries other than the US
 - 2. American nationals located in countries outside the United States and its territories.
 - ii. Shall have all the rights and privileges of Full Active members with the exception of the right to hold elective office
 - iii. Shall not be required to hold concurrent membership in a state federated association.
 - iv. Shall pay dues equal to 100% of active member dues
- f. Associate
 - i. Shall be open to any individual interested in the advancement of music education who is not primarily engaged in music teaching or other music related educational work.
 - ii. Shall have the rights and privileges of Full Active members except the right to vote and hold elective office
 - iii. Need not hold concurrent membership in a federated state association.
 - iv. Shall pay dues as set by the NEB, not to exceed 100% of active membership dues.
- g. Corporate
 - i. Shall be open to any firm or institution desiring to contribute to the support of the educational activities of NAFME.
 - ii. Shall pay dues in an amount set by the Office of the Executive Director/CEO
 - iii. Corporate membership shall be assigned to an individual employed by that corporation as a contact;
 - 1. this individual shall have the same rights and privileges as an active members except the right to hold elective office. The individual named shall receive subscriptions to MEJ and to Teaching Music, and access to members-only areas of the NAFME web site.

Scope

Members of the Association.

Definitions

Anniversary date means the date of record on which the member joined. Individuals are considered members for a continuous year from this date, except in as noted in this policy for the states of AL, FL, and PA. Where a member does not renew membership before their anniversary date, but renews within six months of that date, the anniversary date remains unchanged.

Collegiate member is a member actively engaged in the pursuit of a degree in music education or other music related education work and not engaged in a significant level of professionally paid teaching.

“NEB” in this policy refers to the National Executive Board.

References

2012 Constitution and Bylaws

Approved By:	NEB, January 4, 2013
Date of Last Revision:	June 22, 2020 NEB meeting
History:	<p>Various policies over the years have contributed to this compilation including but not limited to: July, 2005; July 1996; March, 1974; March 1972; June 1978; July 1974; June 1973; November 1972; June 1967; June 1979; June 1977; March 1976; The NEB established Jan. 1, 1975 as the effective date for the introduction of continuous membership year (March 19-21, 1974). The NEB endorsed the concept of a continuous membership year at the March 5-7, 1972, NEB meeting.</p> <p>NEB approved policy change to allow NAFME and its affiliates the option of utilizing either an anniversary-date based membership year or a June 30 expiration date-based system, in processing association and federated state association memberships. June 22, 2020</p>