

## **PMEA Governance Task Force Evaluation of Governance Structure**

### **Recommendations for Improvement**

After reviewing the current governance structure, the Task Force considered many options, considered all of the discussions from the January session with consultant Cate Bower, and worked diligently to come up with a structure that builds on the current structure, but improves several aspects of the association's governance. To begin, the Task Force asked the fundamental question "What is the purpose of the board?" and then "What is the best governance structure for PMEA?" The answers to those questions led to the resulting recommendations which are presented here for your consideration.

**What is the purpose of the Board?** To fulfill the mission of the organization [The mission of PMEA is to advance comprehensive and innovative music education for all teachers and students through quality teaching, rigorous learning, and meaningful music engagement] and to carry out the strategic plan. Conflicts of interest should be managed by the board (current structure has inherent conflicts of interest – i.e., Do district presidents represent their districts or the state as a whole when voting on the board? When members serve on both the board and a council, there is a conflict when the council makes a recommendation that the board will vote on). The board of directors bears the primary responsibility for ensuring that an organization fulfills its obligations to the law, its staff, volunteers, and the public at large. The board must protect the assets of the organization and provide oversight to ensure that its financial, human and material resources are used appropriately to further the organization's mission. The board also sets the vision and mission for the organization and establishes the broad policies and strategic direction that enable the organization to fulfill its charitable purpose.

**What is the best governance structure for PMEA, given the rapidly changing world around us?** To enable the governance of PMEA to be more nimble, more effective, and more efficient, a smaller board is recommended. A non-representative board will allow the board to think more globally, and will use volunteers' time more effectively. Establishing new councils while maintaining the existing councils, will enable PMEA to implement the association's strategic plan and to improve the governance at the district level (frees the district presidents to devote more time specifically to their districts), all with a goal of meeting all members' needs.

### **Recommendations**

- 1. Task Force recommends changing the terms of the President back to 2-2-2 (2 years as vice-president, 2 years as president and 2 years as immediate past president ) and the State Professional Development Chair's term to 2-2-2 (2 years as vice chair, 2 years as chair, and 2 years as immediate past chair).**
- 2. Executive Committee – Executive committee would be comprised of the State President, Vice-President & Immediate Past President. Executive Director would remain non-voting member.**
- 3. Board Structure – 9 members**
  1. Executive Committee consists of three officers: State President, Vice-President & Immediate Past President
  2. Board consists of Executive Committee plus chairs of the following councils: Professional Development, Student Performance Events (formerly called Student Events), Advocacy (formerly called the Advancement of Music Education), Teacher Training (formerly called Teacher Training, Recruitment and Retention), Curriculum/Instruction (new), and District Presidents (new). The past state officers council is represented on the board by the immediate past president, who is the chair of that council.

3. Board will meet twice a year, in January and July; other times virtually, as needed

All of the Councils are responsible for making recommendations for policy and/or action to the Board of Directors.

#### 4. Councils

The Governance Task Force recommends the following council structure:

**District Presidents** – Council would consist of 12 District presidents (voting) and 12 District vice-presidents (non-voting); Chair would be elected annually. Council would continue to meet twice a year in November and April and virtually (online) at the call of the chair; the District Presidents would be transitioned off the current board, so that no sitting president would be removed from the board. When a president's term ends, he/she would cycle off the current board. Each REGION would be represented by the remaining district president, who then would go off the current board at the end of his/her term. (PD reps would cycle off in similar fashion)

Purpose: To discuss/recommend "best practices" in district management, to promote consistency across the state, gradually moving from district autonomy to association consistency for the betterment of the association and the services to both members and students. To discuss issues of importance to the district (reviewing and updating bylaws, promoting programs within the district, considering new initiatives within the district or across districts, etc.) and make recommendations to the board for improvement of the organization.

**Curriculum/Instruction Council** – Council would consist of 12 C/I representatives, one from each district (one of the PD chairs could fulfill this role) plus 5 content area reps (Band, Choir, Orchestra, General Music, and Jazz) and 4 special focus areas (Special Learners, Early Childhood, Urban Music) and the Mentor Chair. The chair will be elected from within the council for a two year term, renewable one time.

Purpose: to discuss and recommend best practices in terms of SLOs, National Standards, PA Core Standards, Model Curriculum, Work with PDE on SAS and Teacher Effectiveness, etc, Music Performance Assessment best practices, etc.

**Professional Development Council** – State PD Chair serves as chair of the council. Council would consist of the State PD Chair (elected by the PMEA membership for a 6 year term: 2 as PD Chair-elect, 2 as PD Chair, and 2 as Immediate Past PD Chair), State PD Chair-Elect, Immediate Past PD Chair, 12 district reps, and Act 48 Coordinator plus Director of Meetings and Membership (ex officio). Council will meet in person in July, during the Summer Conference, and virtually at the call of the chair at other times.

Purpose: To plan Annual Conference, Summer Conference, other local workshops, webinars, and to oversee Act 48 and dedicated Act 48 manager

**Advocacy Council**, formerly the Advancement of Music Education Council – Council Chair is elected by the council members to serve a two-year term, renewable one time. Council consists of 12 district advocacy reps, MIOSM Chair, 4 Industry Reps, PDE (ex officio). Council will meet once in person per year and virtually at the call of the chair.

Purpose: to advocate for music education, plan Advocacy Day, Music in Our Schools Month activities, discuss/recommend advocacy issues to the board, and train members to be advocates

**Teacher Training Council** – Council Chair is elected by the council members to serve a two-year term, renewable one time. Consists of PCMEA President, PCMEA Vice President, PCMEA Advisor, Research Chair, and 1 At-Large SMTE rep elected by the SMTE Council. Council will meet virtually at the call of the chair during the year.

Purpose: To discuss strategies to evaluate music teacher preparation and to develop network of support and motivation for collegiate members.

**Student Performance Events Council** – Consists of 12 District Festival Coordinators, 12 District Fest Coordinators, Music Performance Assessment Chair, and All-State Coordinator (ex officio). Council chair is elected from within the council for a two year term, renewable one time (can serve one additional term as chair). The council will meet in person at the Annual Conference and the Summer Conference, and virtually at the call of the chair.

Purpose: To discuss matters of concern regarding student participation in PMEA events and to make recommendations for policy clarification or adoption by the State Board.

**Past State Officers Council** – Consists of people who have been elected to either the State Presidency or the State PD (formerly C/I) Chair position. This council will be chaired and represented at the board by the immediate past president.

Purpose: To advise the ExCom and State Board and to select all state awardees, except the James Stewart Distinguished Service Award (Outstanding Superintendent, Irene Christman Scholarship, PMEA Hall of Fame and other awards and honors as directed).

#### **SUMMARY of Appointed Positions in the New Structure:**

(Presidential Appointments – Serve a two year term, eligible for reappointment at the discretion of the State President)

**Advocacy Council** – MIOSM, Advocacy – now represented by the Advocacy Council Chair, 4 Industry Reps

**C/I Council** – Teaching Students with Special Needs, Early Childhood, **Urban Music** (combine Music & Community and Cultural Diversity), Mentor Program Chair

**Professional Development** – Act 48 Coordinator

**Student Performance Events** – Music Performance Assessment Chair (formerly called Adjudication)

**Teacher Training** – PCMEA Advisor, PCMEA President and Vice President (elected), Research, SMTE/Higher Ed (Council Chair)

**Other Programs not represented on a Council in this plan** – **Composition Program Chair, Leadership Academy Chair, Retired Members Chair, Tri-M Chair, and the FMEHS Chair.** These chairs are appointed by the PMEA state president for a two-year term and are eligible to be reappointed. These chairs report to the Executive Committee and Board.

5. **It is recommended that no board members (including the three state officers) be permitted to serve on any other councils (other than the one on which they serve as chair) concurrently with their board service, and no council member may serve on more than one council simultaneously unless appointed and approved by the State Board.**

What excites you (the task force) about this proposal?

1. Allows more people to be involved
2. There is a greater sense of focus

3. Renewed emphasis on curriculum/instruction
4. More in tune with mission statement
5. More emphasis on music performance assessment (adjudication) is positive – provides legitimacy for music education
6. It will enable us to better carry out the strategic plan
7. It is a more global approach to governance of our organization