

National Association of Pastoral Musicians

Governing Policy: Governance Process

2.0: Global Governance Process (The role of the NPM Board of Directors)

The Board of Directors exists to govern the National Association of Pastoral Musicians according to the Constitution of the association, representing the interests of the association's members, and ensuring NPM achieves its mission in the world, as stated in Ends policies.

2.1: Governing Style

The board will govern lawfully through policies, with an emphasis on:

- Gospel values
- Outward vision rather than internal pre-occupation
- Encouragement of diversity in viewpoints
- Strategic leadership more than administrative detail
- Clear distinction between board and executive roles
- Collective rather than individual decisions
- Striving for consensus
- Future rather than past or present
- Proactivity rather than reactivity

2.2: The Board's Job Description

The board of directors exists to ensure that the mission of NPM is achieved.

This is accomplished:

1. By serving as the representative of NPM members ("owners"), linking them to the operations of the association
2. By establishing governing policies for the association:
 - Ends: why does NPM exist?
 - Governance Process: the role of the NPM Board
 - Board-Management Delegation: the relationship between the board and the CEO
 - Executive Limitations: what the CEO cannot do in working towards Ends
3. Through hiring, oversight of, and discharge of the CEO, who is responsible for the operations of the association
4. By other official and ceremonial functions undertaken as stewards of the association

2.21: Linkage to Ownership

NPM is governed by the board of directors, on behalf of the association's members (its "owners").

The board of directors is the linkage of NPM members to the operations of the association. The board is responsible for accounting to members how the mission of NPM (as articulated in Ends policies) is being accomplished and how its resources are being used.

As stewards of the association's resources and as governors, the board will relate to members in ways including but not limited to:

1. The work of the NPM Council, the official link between the board and members
2. An annual report issued to members, including significant achievements of the association

and an accounting of NPM finances for the previous fiscal year; this annual report should be issued as soon as possible after the fiscal year concludes, in an appropriate medium

3. The national convention or other national gatherings, including but not limited to:
 - The annual members' meeting, which the board conducts in collaboration with the council, the CEO, and other NPM leaders during the annual convention or at another suitable time as specified by the board.
 - By introducing plenum speakers, presenting board-issued awards, and other ceremonial duties as determined by the board in conjunction with the CEO.
4. A column in each issue of *Pastoral Music*, written by a board member, highlighting the association's efforts in mission fulfillment or responding to the concerns of members.
5. E-mail communications from the board such as an e-mail on St. Cecilia's feast day or other annual commemorations important to the Church or NPM membership.
6. Availability via phone and e-mail located on the NPM website and in other publications.

2.22: Official Duties of the Board (Non-Governance)

In addition to governance, the board or its members individually may undertake other official and ceremonial functions as stewards of the association, including but not limited to:

1. Presenting annually both the *Jubilate Deo* and Pastoral Musician of the Year awards, with advice from the NPM Council
2. Introducing dignitaries and/or keynote speakers and serving as master of ceremonies for various events when appropriate

2.221: Major Awards (*Jubilate Deo* and Pastoral Musician of the Year)

Each year, the National Association of Pastoral Musicians recognizes distinguished members and others who have made significant contributions to the field of pastoral music.

The NPM Board bestows the awards during the annual convention at a designated time or in another way.

In its capacity as the advisory body, the NPM Council submits nominations of candidates for the major awards to the board, based on the stated criteria, following the process below.

Other bodies within the association also bestow awards to their constituencies, such as DMMD, Committee for Chapters, and others. The leadership of those bodies is responsible for setting criteria for the award and selecting recipients.

- a. *Jubilate Deo* Given in recognition of a substantial contribution to the development of pastoral liturgy in the United States.
- b. Pastoral Musician of the Year Given to a pastoral musician who exemplifies the best of NPM, one who has given substantial witness or promotion to the role of pastoral music in parish, diocesan, or institutional life.

2.7: Relationship between the NPM Board and Council

1. The NPM Council, whose members represent the interests and concerns of NPM members, is formed according to the prescriptions outlined in the NPM Constitution. The Council elects the NPM Board of Directors, as prescribed in the Constitution, and fulfills all other duties described therein.
2. The Council, along with the Board and CEO, ensures that the mission of NPM is being effectively carried out in the Church and in the world, and surfaces issues and concerns related to mission effectiveness to the Board and CEO.
3. The Council acts as an advisory body to the Board and the CEO.
 - a. Reports, including summaries of board meetings and finances, are presented to the Council on a periodic basis by the board and CEO.
 - b. Council members are involved in the planning of NPM programming on various levels.
 - c. Council members are asked to serve on ad hoc committees or task forces as needed.

2.8: Cost of Governance

To fund governance activities by the NPM Board of Directors and NPM Council, up to 1% of the previous year's association revenue will be designated for supporting the work of the board and council. The board will approve a "Cost of Governance" budget for the next fiscal year by October 31, based on projected revenues (subject to adjustment based on actual revenue.) The CEO will administer the governance budget, in the same way as all other association funds.

This "Cost of Governance" budget will be used to fund governance activities of the board and council, including but not limited to:

- Board and Council Meetings (in-person and virtual, meeting space, lodging, travel, materials)
- Orientation for Board and Council Members
- Board and Council meeting with NPM members (in-person or virtual)
- Outside monitoring (financial audits, etc.)
- Training for board and council members
- Consultants

To help reduce the direct costs of governance, whenever operational activities provide discounted or complimentary goods or services (e.g. virtual meeting platforms, food service, free hotel rooms, discounted meeting space, travel rewards, etc.) that would benefit governance activities, these shall be allocated to the board and council whenever possible.

At a minimum, when the board meets in person during the national convention, a suitable meeting room (e.g. proximate, adequate size and furnishings, secure) accessible to the board throughout the week shall be secured in convention or hotel space. Also during national conventions, a suitable meeting room for the council meeting shall be included in convention planning.