



National Association of Pastoral Musicians  
Chapter Manual  
2016

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Dear NPM Chapter Leaders,

You represent a key element in the NPM structure. Chapters are the building blocks of NPM as well as the primary vehicle by which the association's efforts to serve and support the liturgical music ministry in the United States is channeled into the dioceses and their parishes.

This manual has been prepared to provide a valuable tool to assist you and your chapter leadership. Through the leadership and guidance of your board members, the chapter will grow as an instrument for enabling the pastoral musicians of your diocese to further develop their musical skills and deepen their spirituality. Through personal sharing and expanded professional relationships, your chapter members will work together to continually grow in their ability to celebrate God's gift of song.

We are thrilled that you have chosen to be a part of this most valuable component of NPM.

God bless you all,

Dr. Robert Wolf  
Ms. Jacqueline Schnittgrund  
Co-Directors, National Committee for NPM Chapters

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## INTRODUCTION AND OVERVIEW

**The National Association of Pastoral Musicians** (NPM) fosters the art of musical liturgy. The members of NPM serve the Catholic Church in the United States as musicians, clergy, liturgists, and other leaders of prayer.

- NPM is an association affiliated with the United States Conference of Catholic Bishops (USCCB) and has an episcopal moderator.
- NPM assists dioceses and worshipping communities in ongoing liturgical renewal through the promotion of excellence in pastoral music.
- NPM provides education, formation, and mutual support for pastoral musicians and clergy and is a forum for advocating musical excellence in liturgical celebrations. These efforts involve clergy and musicians working together.
- NPM enables pastoral musicians to network with their colleagues throughout the country.
- NPM also welcomes and encourages the membership of pastoral musicians from outside the U.S., or who serve other denominations, so long as they possess a desire to be professionally associated with their Roman Catholic colleagues in the U.S.

**An NPM chapter** is a division of the National Association of Pastoral Musicians, functioning within its diocese, while retaining a strong, dependent relationship with the national organization. Chapters may be formed in each diocese in the United States in accordance with the bylaws of the association.

When chapters become too large, or it is geographically difficult to maintain adequate functionality, branches of that chapter may be formed. Each branch has its own leadership and its own meetings, but must meet at least once annually, in a combined gathering with the parent chapter. Branch chapters are strictly geographical—based on region/location, and not on language group or other possible distinctions. The Branch Chapter Director is an ex-officio member of the Parent Board.

For information on how to form a chapter, go to:

<http://www.npm.org/Chapters/How%20to%20Form%20a%20Chapter.pdf>

Chapters exist to:

- deepen the spiritual life of their membership;
- provide an educational forum on issues affecting musical and liturgical practice in the Church;
- provide skill development;
- organize social gatherings;
- foster mutual support;
- maintain the connection with the NPM National Office staff.

**Each chapter maintains a close relationships with its host diocese.** NPM chapters are not responsible for setting diocesan policy, but are a tool for supporting and implementing diocesan policies in a way that is mutually agreeable. Where liturgical and music education programs

already exist, the NPM chapter does not compete, but rather complements and supports these programs among its members. The NPM chapter should establish and maintain a good working relationship with the existing diocesan liturgy and music structure. The diocesan director of liturgy and/or music should be invited and encouraged to become an *ex officio* member of the chapter board.

**NPM maintains a National Committee for Chapters** which serves as a link between the National Office and individual chapters.

It provides:

- encouragement and assistance in the formation of new chapters
- charters, both temporary and permanent
- education and formation for development of existing and new chapters through conventions, workshops and other means
- mentoring

For more information: (cf. FUNCTIONS OF THE NATIONAL COMMITTEE below)

## **CHAPTER LEADERSHIP**

The chapter board (its leadership team), is responsible for managing all aspects of chapter activity: meetings, finances, communications, and events. While the structure varies from chapter to chapter, every chapter is required to have a Chapter Director, a Treasurer, and a third elected board member. Additional board positions may be added at the discretion of the chapter board and according to local needs. For positions listed below that are not represented on a particular chapter board, the duties of that position should be distributed among other board members by mutual agreement. All board members are expected to participate in board meetings, and all board members are expected to maintain their national membership.

The Committee for Chapters recommends that the frequency of board meetings range between quarterly and monthly as suits local circumstances. It might be helpful for the board to schedule a regular meeting time and place.

If the need is determined in certain areas (e.g., hospitality, publicity, membership), the chapter board may form sub-committees of chapter members for this purpose. Sub-committee members, however, are not board members.

Each board member should be limited to a reasonable duration of service, e.g., a two-year term renewable once. The actual board member term should be determined by the chapter board with careful consideration for maintaining a rotation among chapter members, and avoiding “perpetual” office holders.

All other concerns notwithstanding, it should be perceived that each board member is suited to the particular tasks associated with the position. The work of each board member is subject to collective review by the chapter board.

As much as possible, the chapter board should reflect diversity of ages and ethnic groups of the chapter membership.

#### Chapter Director

- Schedules and chairs the board meetings, prepares the agenda, and oversees the preparation and distribution of minutes (cf. MEETINGS below)
- Steers the board in setting the vision and goals
- Oversees the implementation of board decisions
- Maintains communication with the diocese
- Serves as the primary liaison with the NPM National Office and the National Committee for Chapters
- Makes every effort to attend the annual NPM Convention, including all events programmed for chapter leadership
- Is a co-signer on the chapter bank account

#### Treasurer

- Establishes and maintains a bank account for chapter funds (cf. FINANCES below)
- Pays expenses as approved by the board
- Collects and deposits chapter dues
- Keeps records of all financial transactions
- Issues financial reports to the board
- The Treasurer and the Chapter Director may not be the same person.

#### Secretary

- Records minutes of all meetings
- Submits the written minutes to the chapter director for review and distribution
- Records the proceedings of other chapter events as requested by the chapter director
- If there is no publicity coordinator, the secretary assumes those responsibilities as outlined below.

#### Programming Coordinator

- Coordinates chapter events by contacting the venue to secure the date, specific facility, and other needs expected of the hosting venue (cf. EVENTS below)
- Contacts speakers, clinicians, and other participants to secure their participation
- Manages logistics during the event itself

#### Newsletter Editor

- Gathers and edits the information which the board desires to share with membership through a newsletter format, according to the schedule which the board determines, and prepares it for publication in either print or digital form
- Takes photos or arranges for a photographer to take photos at chapter events

### Publicity Coordinator

- Implements publicity strategies as determined by the board
- Utilizes technology and social media (i.e. Twitter, Facebook, LinkedIn, etc.) to communicate chapter information (cf. COMMUNICATIONS below)
- Communicates with other local musical organizations (e.g., AGO, ACDA, Choristers Guild, etc.) to promote NPM events

### Web Master

- Establishes and maintains the chapter website (cf. COMMUNICATIONS below)
- Takes photos at meetings and events for the chapter newsletter, website, and other communications, as well as for the "Chapter Happenings" column in *Pastoral Music*

### Membership Coordinator

- Maintains the chapter membership database
- Sends out membership renewal notices
- Communicates with the NPM National Office for updates on NPM membership in the diocese
- Communicates with the Diocesan Office of Worship and/or Music for the contact information of music ministers and liturgists in the diocese

### Prayer Coordinator

- Prepares and leads (or arranges for the leadership of) prayer to open meetings, as well as prayer that is part or all of chapter events.

### Hospitality Coordinator

- Plans and oversees refreshments and hospitality for chapter meetings and events, drawing on the assistance of other chapter members and members of the host venue as appropriate

### Member(s) at Large

A chapter board may have one or more members at large (MAL). MALs would generally dg" assigned duties and projects as needed.

### Students

A chapter board is enriched by the participation of students or interns, especially those pursuing studies related to liturgy or liturgical music.

### Ex-officio Members

The board may include a number of persons on a non-voting, *ex officio* or honorary, basis (depending upon each individual agreeing to be so named). *Ex officio* members may include the diocesan bishop, head of the office for worship, diocesan director of music, cathedral music director, immediate past chapter director. Typically, these persons are entitled to attend board meetings, and should be sent all board communications as well as minutes of the meetings. Their voice on all matters is welcomed.

## FINANCES

### Dues

The ability to present worthwhile events generally depends on available funding. Thus the chapter board has the authority to establish chapter membership dues. These dues are separate from the NPM National membership dues.

### Financial Reports

Each year the Treasurer prepares a formal account of finances and presents it to the chapter membership. The Chapter Director must send an annual report of chapter activity and finances to the National Office; this report should first be reviewed and approved by the chapter board. This is apart from the less formal reports that may be required at each board meeting.

### Chapter Bank Account

A checking account should be maintained in the name of the organization: *National Association of Pastoral Musicians* – \_\_\_\_\_ *Chapter*. At least two signatures, the Treasurer and the Chapter Director, should be on the account.

In March 1946, the United States Internal Revenue Service (IRS) issued to the United States Conference of Catholic Bishops (USCCB) a determination letter that the USCCB was exempt from federal income tax under section 501(c)(3) of the Internal Revenue Code. Since this initial letter, the tax exempt designation has been renewed each year by the IRS. As a subordinate organization of the USCCB (verified by inclusion in the current edition of *The Official Catholic Directory*, published by P.J. Kenedy & Sons, publishers of the Holy Apostolic See), the National Association of Pastoral Musicians, including NPM Chapters, is included in the IRS tax exempt status granted to the USCCB.

A complete set of informational documents, including the current USCCB IRS status letter can be found on the USCCB website pathway listed below. These documents are identified here in order for you to provide accompanying information for bank personnel if requested. If you or the bank has questions, contact the NPM National Office (202-240-3000) and speak with the Director of Operations.

See [www.usccb.org/about/financial-reporting/index.cfm](http://www.usccb.org/about/financial-reporting/index.cfm) for more information.

When opening a new NPM bank account (or addressing a bank's request for verification of an NPM Chapter's IRS status information), we suggest an email be sent to the NPM National Office ([npmsing@npm.org](mailto:npmsing@npm.org)) requesting information and documents necessary to open an NPM Chapter Bank Account. A list of the names and addresses of current chapter officers should be included. The Chapter Director will then receive a letter from the NPM President containing the pertinent NPM tax and organizational information. A copy of the President's letter should accompany the bank account application.



### Payment by Credit Card

Developments in technology make it convenient and possible for chapters to accepting credit card payments using a card reader in conjunction with a smart phone.

## **MEETINGS AND EVENTS**

Each chapter is expected to have at least four gatherings each year.

Each chapter must hold an annual membership meeting, which may be in conjunction with another event. At this meeting the board will present formal reports to the membership and receive input from the membership. This would be an appropriate time for election of officers.

## **EVENTS**

The National Committee for Chapters has compiled a list of programming suggestions for chapter meetings and events. See [www.npm.org/Chapters/Programming%20Suggestions.pdf](http://www.npm.org/Chapters/Programming%20Suggestions.pdf). These suggestions are organized under the following topics:

- Cantors
- Choir Directors
- Ensembles
- Festivals and Concerts
- Handbells
- Keyboard (Organ and Piano)
- Liturgy
- Multicultural Concerns
- Professional Concerns and Development
- Repertoire
- Sacraments and Rituals
- Social
- Spiritual
- Youth

There are a number of models that can be used for chapter events. Some are listed here:

- Skills Workshop
- Hymn Festival
- Guest Speaker
- Panel Discussion
- Annual Fall Blessing of Musicians (cf. *Book of Blessings*)
- Lenten Soup Supper/Retreat
- Annual Banquet

Depending upon the nature of a particular event and the chapter finances, participants may be charged an appropriate fee.

## COMMUNICATIONS

### Website

Chapter websites are platforms for sharing information and ideas, reporting on events, advertising, promoting, inviting, and even for collecting payments. Websites are an essential part of chapter communication and networking. When used in conjunction with other forms of communication (such as email, direct mail, and telephoning), an up-to-date website brings credibility and substance to the chapter. Not having a website, or operating a stale, out-of-date website, will give the impression that the chapter is inactive. It is imperative that, regardless of the scope and depth of the website, it be kept current! Chapter websites must include links to the [npm.org](http://npm.org) site, and be linkable from the [npm.org](http://npm.org) site.

The National Committee for Chapters offers guidance in the form of workshops and ongoing support for creating and maintaining a chapter website. See the following link for more information: [www.npm.org/Chapters/How%20to%20create%20a%20website.pdf](http://www.npm.org/Chapters/How%20to%20create%20a%20website.pdf)

### Newsletter

A chapter newsletter is a valuable tool for keeping in touch with all chapter members. The newsletter includes happenings in the chapter and important events in the diocese or in the national Association. Many chapters send their newsletters by email or post them on the chapter website. Some also provide a printed newsletter sent by postal mail.

The chapter newsletter should include the following:

- message from the Chapter Director
- details about upcoming chapter events
- report on the recent chapter events
- general calendar of events including non-chapter events of interest
- announcements
- photos

Additional newsletter features may be developed by the board.

Automated email distribution services (e.g., phpList, ConstantContact, or ChimpMail) are powerful tools to manage email distribution lists. In general, they are better suited for creating and delivering large mailings than a personal email account. Chapters may take the necessary steps to include members of parish staffs and music ministries, as well as other interested parties, developing mailing lists with recipients numbered in the hundreds. This greatly enhances the promotion capabilities for chapter events. These services are effective and efficient methods for sharing content in a broadcast mode, but care must be exercised in following the rules provided by the distribution service.

If best suited to the chapter circumstances, a paper newsletter sent by mail still accomplishes the intended purpose.

To see newsletters of other chapters, check the chapter links at [www.npm.org/Chapters/links.htm](http://www.npm.org/Chapters/links.htm).

### Email

The chapter should maintain an email address that is not tied to an individual—an address that can be passed from person to person as board personnel shifts. The chapter's webhost may be able to provide an email account tied to the chapter website, or perhaps the diocesan offices can assign an address to the chapter.

### Social Media

Chapters are encouraged to use social media (i.e., Facebook, Twitter, etc.) to complement but not replace the chapter website. Chapter leadership may need to set up a means to monitor postings.

## **FUNCTIONS OF THE NATIONAL COMMITTEE FOR CHAPTERS**

### Chapter Mentoring

When a new chapter is being formed, the National Committee for Chapters assigns one of its Committee members to act as mentor to the leadership of the emerging chapter. This chapter mentor supports the chapter leadership in establishing a Temporary Chapter and eventually, a new Permanent Chapter.

Find the Application for a Charter as a Temporary NPM Chapter here:

[www.npm.org/Chapters/assets/Application%20for%20Charter%20-%20Temporary%20Chapter.pdf](http://www.npm.org/Chapters/assets/Application%20for%20Charter%20-%20Temporary%20Chapter.pdf)

Find the Application for a Charter as a Permanent NPM Chapter here:

[www.npm.org/Chapters/assets/Application%20for%20Charter%20-%20Permanent%20Chapter.pdf](http://www.npm.org/Chapters/assets/Application%20for%20Charter%20-%20Permanent%20Chapter.pdf)

Each of the National Committee for Chapters members is also assigned several chapters with whom they communicate regularly through the Chapter Director. The mentor provides a listening ear and assistance in problem solving for chapters that are facing challenges.

### Chapter Happenings for Pastoral Music

Each issue of *Pastoral Music* contains a “Chapter Happenings” section with pertinent information about chapter activities from around the country. The National Committee for Chapters sends a reminder message and collects the submissions. All chapters are encouraged to submit information about their chapter's activities for inclusion in *Pastoral Music*. Chapters are asked to also send this information to their diocesan Office of Worship.

Information can include news of chapter activities, photos, stories, and reports. Material should be sent to the Committee by email, in an editable format (not pdf).

### Chapter of the Year

Each year during the National Convention, one chapter is recognized as Chapter of the Year. The Committee for Chapters accepts nominations for Chapter of the Year and determines which chapter will receive this recognition.

Anyone associated with the ministry of pastoral music (e.g., NPM member, industry personnel, clergy, diocesan personnel), and who has knowledge of the workings of a chapter, may nominate the chapter for this award. Nominations must be made in writing and should be based on the general criteria given here: [www.npm.org/Chapters/assets/Chapter%20of%20the%20Year.pdf](http://www.npm.org/Chapters/assets/Chapter%20of%20the%20Year.pdf)

Branch Chapters which have demonstrated a sufficient autonomy may also be considered separately as nominees for Chapter of the Year.

#### Chapter Leader of the Year

Each year the Committee for Chapters chooses a Chapter Leader of the Year. This award is given during the National Convention and honors someone serving in a chapter leadership position. Nominations may be made by anyone associated with the ministry of pastoral music (e.g., NPM member, industry personnel, clergy, diocesan personnel). Nominations must be made in writing and should be based on the general criteria given here: [www.npm.org/Chapters/assets/Chapter%20of%20the%20Year.pdf](http://www.npm.org/Chapters/assets/Chapter%20of%20the%20Year.pdf)

### **CHAPTER FULL CONVENTION DISCOUNT**

NPM is pleased to offer a special discount to chapters that send ten or more NPM members as full conference participants to the NPM National Convention. The discount increases with the number of chapter members who register together as a group.

- 10-19 Members (15% discount)
- 20-29 Members (20% discount)
- 30+ Members (25% discount)

#### Stipulations:

- A registration form with complete information must be enclosed for each registrant
- Each registration must be a parish or individual member of NPM
- Each registration must be a member of a permanent or temporary NPM chapter
- Only one discount is given per registrant (i.e., Chapter Discount cannot be combined with Parish or Clergy/Musician discount)
- There is no discount on Youth, Daily, or Companion registrations
- New NPM members must enclose a separate check with new members' application form attached. Do not tally membership fee in the total enclosed on the discount form
- The NPM Chapter Convention Discount Form must be attached to registration forms and payment and must be signed by a Chapter officer. All payments must be combined into one check payable to NPM. (The NPM Chapter Convention Discount Form is posted on the NPM website each spring for the upcoming convention.)
- Registration forms must be postmarked by the date given by NPM National Office for that year
- No additions can be made to the group's registration once the registrations are mailed to NPM

Appendix

*The following Constitution and Bylaws apply to all NPM Chapters.*

**Constitution and Bylaws**  
**of**  
**The National Association of Pastoral Musicians \_\_\_\_\_ Chapter**  
*(Insert name of diocese)*

**Constitution**

**Article I. Name**

The name of this organization shall be the National Association of Pastoral Musicians:  
\_\_\_\_\_ Chapter. *(Insert name of diocese)*

**Article II. Objectives**

The objective of this NPM Chapter shall be to serve the Catholic Church in this diocese by:

- providing education, formation, and mutual support for pastoral musicians and clergy;
- providing a forum for advocating musical excellence in liturgical celebrations
- assisting parishes in ongoing liturgical renewal through the promotion of excellence in pastoral music

**Article III. Membership**

1. NPM Membership: For information on the various types of national membership, go to [www.npm.org](http://www.npm.org) and click on Membership.
2. All national members are entitled to the periodical publications of the Association and have voting rights in the Association.
3. Membership in an NPM Chapter: Parishes or individuals directly or indirectly involved in promoting the objectives of the Association and living within the diocese are eligible for membership in an NPM chapter.

**Article IV. Officers**

4. The chapter members shall, in accordance with the Bylaws, elect the following officers:
  - A. The Chapter Director to serve as determined by the Bylaws
  - B. The Treasurer to carry out the duties as determined in the Bylaws
  - C. At least one more member of the leadership team

5. The Director, Treasurer, and the third elected member of the leadership team shall serve as the Chapter Board. Other elected members of the leadership team may also be included as members of the Chapter Board.
6. Except as may be required by public law, or determined by resolution of the National Association, the Chapter Board shall have power, subject to the Constitution and Bylaws of the National Association, to direct the chapter affairs.
7. Any Board vacancy occurring during the year, for whatever cause, shall be filled by appointment of the Director. The appointee shall finish the term of the originally elected member.
8. All board members of the local chapter must hold membership in the national organization of NPM.
9. Term limits are determined by the local chapter. The Committee for Chapters suggests two-year terms that can be renewed no more than two times.
10. In some cases it may be necessary to remove an officer from his/her position. If an officer is not fulfilling his/her duties, the chapter board may remove that officer from office by a majority vote.

#### **Article V. National Office**

11. A chapter exists by virtue of the charter issued to it by the National Office of NPM through the National Committee for Chapters.
12. The National Office shall be under the direction of the President and CEO of NPM. The National Committee for Chapters is responsible to the NPM National Board of Directors.

#### **Article VI. Changes to the Constitution**

The National Committee for Chapters may propose changes to this Constitution. Proposed changes must be submitted to and approved by the NPM National Board of Directors.

### **Bylaws**

#### **Article VII. Bylaws**

These Bylaws govern all chapters.

#### **Annual Meeting**

1. The annual meeting of the chapter shall be held each year at a time and place determined by the Chapter Board.
2. Upon the determination of the Chapter Director, a quorum shall consist of a simple majority of the chapter members who are national NPM members.

### Officers

3. The duties of the officers of the chapter are described in the *NPM Chapter Manual*.

### Election of Officers

4. Officers shall be elected at the annual meeting of the chapter.
5. Officers must include Chapter Director, Treasurer, and at least one other officer. Additional officers may include: Secretary, Programming Coordinator, Newsletter Editor, Publicity Coordinator, Web Master, Membership Coordinator, Prayer Coordinator, and Hospitality Coordinator.
6. At least two months before the annual meeting, the Chapter Director will appoint a Nominating Committee to identify nominees and prepare a slate.
7. At the annual meeting the nominating committee chairperson shall conduct a portion of the business section, placing in nomination the committee's slate. Nominations shall also be open to the floor.
8. Upon the determination of the Chapter Director, a simple majority of the Chapter members who are national NPM members and who are voting shall constitute an election.

### Dues

9. Dues for chapter membership are to be determined by the vote of the chapter membership.

### Charter

10. The chapter shall be recognized by the National Association of Pastoral Musicians as a temporary chapter for a period of approximately one year. To gain this recognition, a temporary chapter application must be submitted and approved by the National Association of Pastoral Musicians and the prescribed fee must have been received by the National Office.
11. If one full year has passed and the group has not applied for permanent status, the National Committee for Chapters will review its progress in order to determine a future course of action.
12. The chapter shall be recognized by the National Association of Pastoral Musicians as a permanent chapter when an official permanent charter application has been submitted and approved by the National Association of Pastoral Musicians, and the initiation fee as prescribed in the permanent charter application has been received by the National Office.
13. A chapter of the National Association of Pastoral Musicians cannot be formed without the expressed consent of the Ordinary Bishop of the Diocese or his delegate.

### Geographical Boundaries

14. The geographical boundaries of the chapter shall be stated in the charter application and shall coincide with the geographical boundaries of the Roman Catholic Diocese within which the chapter is located.
15. There can be only one chapter within a Diocese.

### Branches

16. The chapter may authorize the formation of branches for a smaller geographical area than a diocese, and in doing so the original chapter shall retain the diocese's name and be designated as the parent chapter.
17. The parent chapter shall authorize the geographical area of the branches.
18. A branch shall have all the duties, privileges, and responsibilities of a chapter except the right and duty to convoke the annual membership meeting. Only the parent chapter may call the annual meeting.