



NATIONAL ASSOCIATION OF PASTORAL MUSICIANS

[WWW.NPM.ORG](http://WWW.NPM.ORG)

## NPM 2.0: A VISION FOR OUR FUTURE

### What is the NPM 2.0 Process?

#### **The NPM 2.0 process aims:**

- To create a vision for the future of our association and the future of pastoral music ministry in the Church.
- To foster enthusiasm, excitement, and commitment for our ministry and for NPM ... connecting our members' stories with the NPM story.
- To foster honest conversation around cultural diversity, committing ourselves to genuine inclusivity that truly reflects the Church in the United States. We cannot just remain the same.
- To create effective and efficient organizational structures that strengthen NPM in achieving our mission.

#### **NPM is addressing several current critical factors impacting our mission, including:**

- Increasing cultural diversity in the membership by assuring inclusivity and representation in the leadership, governance, and programming of NPM.
- Strengthening our relationship with our valued organizational partners and assuring their continued participation in the mission of NPM.
- The impact of financial challenges at the parish, diocesan, and organizational levels on members and their ministry, as well as on their participation in NPM.

## NPM 2.0 Strategic Vision

**NPM is the national association of pastoral musicians who serve the Catholic Church in the United States.**

**NPM aims to:**

- Be an ever more **diverse community** of members, committed to **mutual learning** and **sharing of resources in service to the Church.**
- Provide **support, formation, and skill development** opportunities for pastoral musicians
- Be a **network of support** for colleagues.
- Promote **professionalism and competence** in pastoral music leaders.
- Exercise **leadership in the field** and promote a **vision for Church music.**
- **Advocate** for the profession and vocation of the pastoral music minister with the leadership of the Church in the United States, as well as to **represent the field** of pastoral music ministry to the wider Church.
- **Collaborate** with other national ministry organizations to strengthen liturgical worship in the Church

# MEMBERSHIP

## Membership

NPM membership includes individuals, collaborating organizations, related pastoral ministry organizations, diocesan and national Church leaders. There are three membership tiers, with varying level of benefits: *Premium* membership (equivalent to former DMMD membership); *Standard* membership; and *Basic* membership.

**Basic:** \$39

**Standard:** \$119

**Premium:** \$169

		<b>MEMBERSHIP BENEFITS</b>		
		Premium	Standard	Basic
<b>DIGITAL RESOURCES</b>				
Access to premium content on the website	Planning calendar	✓	✓	
	Digital conservatory	✓	✓	
	Choral practice tracks	✓	✓	✓
	Choral anthem project	✓		
<i>Ministry Monday</i> podcasts		✓	✓	✓
<b>PUBLICATIONS</b>				
<i>New!</i> Academic Journal		✓		
5 issues per year of <i>Pastoral Music</i> magazine	Print (option)	✓	✓	
	Digital	✓	✓	
23 issues per year of <i>Notebook</i> (e-news)		✓	✓	✓
Cantor Newsletter		✓	✓	✓
Weekly Sunday Word Reflection		✓	✓	✓
<b>SKILL BUILDING &amp; PROFESSIONAL DEVELOPMENT</b>				
Access to Certification Programs		✓	✓	✓
Eligible for academic scholarships		✓	✓	
Eligible for NPM program scholarships		✓	✓	✓
Discounted rate for conventions		✓	✓	
Discounted rate for institutes		✓	✓	✓
Discounted rate for webinars		✓	✓	✓
Invitation to Colloquium		✓		
Invitation to Director of Music Ministry Institute		✓		
<b>NETWORKING &amp; LOCAL SUPPORT</b>				
Membership in the local chapter (if applicable)	Chapter newsletter	✓	✓	✓
	Discount for chapter events	✓	✓	✓
	Chapter networking opportunities	✓	✓	✓
Access to social media groups		✓	✓	✓
<i>New!</i> Access to virtual networking forum/list serve		✓		
<b>REPRESENTATION</b>				
Voting privileges		✓	✓	✓

- A field for “Role” will be added to the membership form, i.e. Director of Music Ministry, Choir Director, Organist, Accompanist, Guitarist, Instrumentalist, Cantor, Choir Member, Pastor/Clergy, Liturgist, Diocesan Director, Cathedral Director, etc. This data will enable targeted marketing to members.
- A focus should be placed on adding choral practice tracks to the website to attract more members at the Basic membership level.
- Members will be given the option to receive *Pastoral Music* in a digital format only.
- It is recommended that a membership drive should accompany this new dues structure, with emphasis on reaching members who have in the past been affiliated with a chapter but not the national organization and on new members who may serve as choir members or cantors. Incentives, especially for new members, may be offered.
- Recognizing the ever-growing need for expanding our programs and services to communities of diverse cultures, NPM will begin developing formational resources and content for Spanish-speaking pastoral musicians and worshiping communities.

## Chapters

The national organization is divided into chapters which are the local expression of NPM. Chapters are formed and located within each diocese and provide networking, training, resources, and support for NPM members locally. Chapter members elect their own leaders, and each chapter determines the range of services they can provide their members. Chapters can set fees for the programs and services they provide their members.

Chapters are organized by the 14 USCCB episcopal regions for networking, pooling of resources, and Council representation. Members in each region vote directly for their Regional Representative. The Regional Representative shall regularly convene the Chapter Directors virtually and/or in person as appropriate for the region.

New chapters are formed under the direction and approval of the NPM executive director and staff. Chapters are governed by the NPM bylaws. To strengthen chapters:

- NPM will seek to create at least one chapter in every state.
- Chapter membership is linked to national membership. One cannot be a chapter member without being a member of the national organization.
- All members will select a chapter on the membership form, with the option to opt out of chapter membership if a chapter is not available in their area or if chapter membership is not desirable. Additionally, the membership form will include the option, “I am interested in starting a new chapter.”
- The Membership Forum will investigate the feasibility of creating virtual and/or cultural chapters.
- A pro-rated share of membership dues will be allocated to the chapter selected by each member. If no chapter is selected, 100% of dues will be retained by the national office. In order to receive this chapter allocation, each chapter will be expected to fulfill the minimum requirement of submitting an annual chapter report, including a financial report.

- A national staff member for chapter oversight/chapter relations is recommended. Responsibilities would include interfacing with directors of diocesan Offices of Worship and Chapter Directors, initiating new chapters, and supporting existing chapters.
- Chapter bylaws should be reviewed and revised to reflect unified membership.
- NPM will provide Chapter Director training and ongoing mentorship.
- NPM will provide each chapter with a technology platform to enhance their communications.

## **Directors of Music Ministry**

- NPM is for directors of music ministry. Leaders in the field will find professional support, networking, advocacy, and resources for this specific role in pastoral music ministry.
- For nearly half a century, NPM has led the way in fostering the art of musical liturgy. NPM can continue to influence the national conversation on pastoral music because of our relationship with bishops, scholars, and other leaders in the Church.
- Our new academic journal will keep directors of music fully informed about the latest trends in the field and give music ministry leaders a voice to join in the conversation.
- A new email list-serve for premium members allows leaders in the field to dialogue with one another about the issues that face the professional music minister.
- The Premium membership tier is aimed towards leaders in pastoral music, who will enjoy special benefits like full access to planning resources, invitations to national events, professional networking opportunities, and more!

## **PROGRAMS AND SERVICES**

### **Programming**

NPM provides a wide range of programs and services that serve our culturally diverse membership, including the national convention, our new *Skill-Builders* sessions, institutes and events for specific musical and liturgical roles, and print and digital resources. In addition, NPM offers an array of topic-based certificate programs that lead members towards Lay Ecclesial Ministry Certification.

NPM will:

- Maintain a National Convention
  - Continue to offer and develop pre-convention institutes and retreats
  - Work with local chapters and provide guidelines (oversight) to ensure that the national convention led by local chapters reflects the national vision.
  - Expand the effectiveness of the professional development opportunities by offering pre and post-convention formation and follow-up for all institutes.
  - Create a digital platform for pre and post-conference sessions, taking advantage of current distance learning techniques

- Our convention liturgies, lectors, cantors, musicians, and presiders will be representative of the cultural diversity of our membership.
- Align certificate programs to ensure clear vertical and horizontal articulation, unifying them under one certification system, connecting with credit-granting institutions and devising a plan to help members earn these certificates (cantor, piano, organ) and lead members to higher Lay Ecclesial Ministry (LEM) Certification through the Alliance (NPM, FDLC, NCCL, NALM, NFCYM). Standards for NPM piano, organ and cantor certificates must include the ability to play/sing different and diversified styles that represent non-dominant cultures.
- Offer *Skill-Builders* sessions annually
  - Pilot one *Skill-Builder* session in 2021 in Reno
  - Offer 2-3 *Skill-Builders* sessions per summer beginning 2022: regional, needs based, targeting 10-12 hours of concentrated skill development. Goal of 500 participants, with breakouts in groups, small tutorials, one on one coaching.
  - Offer *Skill-Builders* session aimed at equipping its members to address the needs of culturally diverse communities
- Support forming and empowering youth and their advocates
- Offer stand-alone institutes and programs for different member groups (i.e. Guitar and Ensemble Institute, Colloquium, etc...)
- Offer other digital programs aimed at different member groups

Recognizing the ever-growing need for expanding our programs and services to communities of diverse cultures, NPM will begin developing formational resources and content for Spanish-speaking pastoral musicians and worshipping communities.

## **Communications**

NPM has a modern comprehensive communications plan that coordinates NPM messaging, audience, and delivery systems. NPM communicates with membership through a variety of digital platforms, including the NPM website, weekly email updates (like Sunday Word), a weekly podcast, and a robust presence on social media with daily messaging for members on social media.

NPM's print resources include our flagship publication *Pastoral Music* (now offered in both print and digital formats), *Liturgical Singer*, and a new academic journal. NPM has a robust website with a user-friendly and intuitive structure and includes excellent digital content such as the Planning Calendar, various past convention presentations, other educational/formational videos, etc...

After examining web traffic reports and user patterns for the NPM website and associated social media accounts, we will:

- Continue to build the NPM brand with consistent and regular messaging via the website, email and social media, utilizing Facebook, Twitter, and Instagram
- Continue to maintain and improve a robust website with dynamic content
- Publish *Pastoral Music* magazine- 5 issues/year

- Publish *Liturgical Singer*- 4 issues/year
- Publish an academic journal for those that have a Premium membership
- Continue to develop and improve the Planning Calendar
- Create regular opportunities for members to communicate with NPM leadership and staff
- Ensure all chapter and national messaging are consistent
- Explore new and innovative ways that NPM can experience two-way communication with its members (leadership to members & members to leadership)
- Create a new email list-serve for Premium members that allows leaders in the field to dialogue with one another about issues that face the professional music minister.
- Make NPM public documents available in Spanish (and ideally in other major world languages).

## LEADERSHIP

### Forums

The members of NPM are engaged in and served through Operational Forums and Ministerial Forums.

**Operational Forums** serve the organizational needs of NPM and utilize the competence and gifts of the members to further the mission and services of NPM.

- Membership (includes the functions of the former National Committee for Chapters)
- Communications (includes the functions of the former Committees for Publications and Technology Interest Section)
- Finance and Development
- Programming and Certification (includes Industry Partners and the functions of the former Committee for Education and the Pastoral Liturgy Interest Section)

**Ministerial Forums** are ministry networks characterized by members' shared roles, responsibilities, and interests. These Forums include:

- Directors of Music Ministries (includes the functions of the former DMMD)
- Musical Skills (Includes the functions of the Former Interest Sections: Organists, Chant, Pianists, Ensemble Musicians, Choir Directors, Cantors, Composers)
- Affiliation and Advocacy (Includes the functions of the former Interest Sections: Clergy, Religious, Youth, Young Adults and Campus Ministry, Diocesan Directors, Music educators)
- Cultural Diversity (includes interest sections for our various cultural communities)

Forums will create interest groups or project teams relevant to their work. Forum chairs are responsible for moving the forum's work forward and communicating ideas and needs to the executive director. Forums are governed by the NPM bylaws. Forums are established by the

board of directors and the chairs of these advisory forums are appointed by the executive director with majority approval from the board and report directly to the executive director.

To ensure cultural diversity within the governance structure, each forum will reflect the cultural communities within our Church. Cultural competency training and implicit bias training will be provided all forum members.

## **National Council**

The National Council is the hub of NPM leadership and has responsibility for providing consultation to the Board of Directors and electing board members. The National Council membership includes:

- 8 Board Members
  - 7 elected members
  - Executive Director, *ex-officio*
- Episcopal Moderator, *ex-officio*
- 8 Forum Chairs (four Operational and four Ministerial Forums)
- 14 Regional Representatives (1 per USCCB region)

In order to achieve the desired representational leadership in governance, these representatives would be elected by each USCCB region (replacing the current eight at-large members of the Council). NPM Bylaws will dictate how the regional representatives are elected.

The NPM Board Chair is the Council Chair. Like all NPM leaders, members of the Council must be NPM Members.

## **Board of Directors**

NPM is governed by a Board of Directors, elected by the National Council. Terms and roles are described in the NPM bylaws. The Board of Directors includes:

- Seven elected members
- Executive Director (non-voting)

One of the board positions is designated for representation from diverse cultural communities and one board position is designated for representation from directors of music ministry. The nomination committee for board positions will include the chairperson of the Cultural Diversity Forum and the chairperson of the Directors of Music Ministries Forum.

## **Partners Roundtable**

The Board of Directors will convene a Partners Roundtable comprised of representatives of NPM business and ecclesial partners. While this Partners Roundtable is not represented to the Council, it meets a few times each year with the executive director, and at least once annually with the Board of Directors. The function of the Partners Roundtable is to ensure open channels of dialogue between NPM's partner organizations and NPM leadership and to invite partner organizations to share more fully in NPM's mission and vice-versa.

Membership is open to any partner – business or ecclesial – who wishes membership and is qualified because of their level of support or alignment to mission. Criteria for membership is defined by at least board policy, if not the bylaws themselves.

## **Bylaws**

NPM has a newly-written streamlined set of Bylaws that are used to govern the association that replace the existing Constitution and Bylaws. Changes to the bylaws must be approved by a majority vote of the Council.

## **Staff**

An executive director is hired by the Board of Directors to oversee the day to day activities of the association. The executive director hires appropriate staff to implement the mission and services of the organization. Spanish language competency is valued and all staff receive cultural competency/implicit bias training. The Executive Director is responsible for the operations and financial matters of the national office and conforms to governance policies established by the board of directors.

---

## **NPM’s Mission (Ends Policies)**

The mission statement of NPM has long been “fostering the art of musical liturgy.” The Board of Directors has articulated the association’s mission in policies that describe the end result of NPM’s activity in the world.

### **1.0: Global Ends (Why Does NPM Exist)**

The Catholic Church in the United States sings the praise of God through divinely inspired musical worship.

#### **1.1: Skills and Knowledge for Leadership**

Persons entrusted to lead the faithful in musical worship are equipped with the musical, liturgical and pastoral skills and knowledge necessary to provide excellent leadership in service to the Church. (see *Sing to the Lord* 48-51)

#### **1.2: Liturgical Song**

Liturgical song holds a preeminent place among the liturgical arts. (see *Sacramentum Caritatis* 42)

#### **1.3: Sunday Eucharist**

The faithful encounter the mystery of the triune God through their participation in the Sacred Liturgy, most especially the sung celebration of the Sunday Eucharist.

## NPM 2.0 Initial Vision

*These statements were presented to the membership in summer of 2019 and affirmed by NPM leadership as the starting point for the next phase of the NPM 2.0 initiative, which began in the fall of 2019.*

### **STRUCTURE & GOVERNANCE**

***Catholic, diverse, non-profit, and led by our members***

NPM is an independent nonprofit organization, led and governed by its members, and connected to the USCCB. A board of directors oversees and governs the organization through the establishment of policies. The National Council, representative of membership, elects the board and advises the board on governance of the organization. Members serve on forums, committees, and task groups which address various areas of organizational life. An Executive Director is hired by the board and is responsible for the day-to-day operations of the association.

### **PROGRAMMING & COMMUNICATIONS**

***Providing skills and formation training, online and in-person***

NPM offers events and programs for pastoral musicians at various levels of skill and formation that reflect the cultural and ethnic diversity that is the Catholic Church in the United States. By building stronger relationships with diocesan leaders and fully engaging local chapters, NPM fulfills its mission at the local and national levels. Effective communications through multiple media (including website, social media, email, podcasts, magazine, scholarly journal, and other print publications) are essential to NPM's mission. Through an integrated and coordinated communication strategy, NPM keeps members informed and engaged.

### **MEMBERSHIP**

***A national network of chapters and members, united in mission and ministry***

Members of NPM provide leadership in music ministry throughout the Catholic Church in the United States, representing our cultural and ethnic diversity. NPM prepares pastoral musicians for leadership in ministry through its programming, publications, and formation initiatives. NPM membership is structured through a national network of chapters; pastoral musicians participate in the work of NPM through chapter meetings in their local dioceses, supporting colleagues in their area, and through national gatherings. Chapters also collaborate within their region and embody NPM in the larger geographical area. Because chapters are the heart of NPM, chapter directors share directly in the governance of the national organization through representation on the NPM National Council.