



— 2023 —

# ANNUAL REPORT



# BOARD OF DIRECTORS

## DEAR FELLOW NPM MEMBERS,

I write to you for the first time in my capacity as the Chairperson of the Board of Directors. Before I discuss the Annual Report, I want to share some Board news with you. You might be aware of the death of one of our beloved Board members, Valerie Lee Jeter-McKenzie. In Board elections in the fall of 2023, Valerie was nominated for a second four-year term on the Board of Directors. At our meeting on January 29, Valerie was nominated by fellow Board members to serve as the Vice-Chair. But God had other plans. Just a little over two weeks later, Valerie entered eternal life. We are still grieving her passing.

Both life and business have to go on. In that light, I am happy to share this Annual Report with you on behalf of the entire Board. On the facing page you will find the listing of the newly-constituted Board of Directors, with new members Paul Ford and Janet Loo, who were also elected in the fall of 2023, as well as new NPM Council Forum Chairpersons and Regional Representatives.

As part of the Annual Report, you can read the work of each one of the Forums. We have much to be thankful for and hopeful about. In November 2023, an email was sent announcing upcoming improvements to NPM memberships for all pastoral musicians. I want to encourage each one of you to get involved in your organization. This is a member-led organization. It is through the Forums that ideas are generated and become a reality. NPM continues to offer the weekly *Sunday Word* reflection, *Notebook* newsletter and

*Cantor Newsletter*, and five issues per year of *Pastoral Music*. We continue with certification programs for cantors, for pianists, and for organists in conjunction with the American Guild of Organists (AGO), as well as numerous other programming offerings.

We cannot deny the challenges we continue to experience around total membership numbers, as well as the financial state of our organization. I thank and commend Jennifer Kluge for her diligence and tenacity in dealing with both of these challenges of organizational life. The Board of Directors, along with our Executive Director, are accountable to you for both the stewardship of NPM's resources and for fulfilling the mission of NPM over the past year.

We are deeply grateful to all of our donors, no matter the size of their donation to NPM. I encourage you, the members, to keep spreading the good news! Tell your fellow music ministers about NPM. Invite them to join, and bring them with you to Kansas City for our next National Convention.

On behalf of the Board of Directors, the NPM Council, and all in leadership, thanks for all that you do to support NPM and to foster the art of musical liturgy in your respective parishes and dioceses.



**DOLORES MARTINEZ**

*Chair, NPM Board of Directors*



**MISSION** The National Association of Pastoral Musicians 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.

## Leadership

The Board of Directors governs the association on behalf of its members. The Council represents the interests of NPM members, advises the Board, and elects the directors. The chapters and members of each region of the United States are represented on the Council, and forums of members advance the mission of the association in collaboration with the staff.

All terms conclude at the end of the calendar year.

### NPM BOARD OF DIRECTORS

	Term/End
Anna Betancourt	1/2025
Christopher Ferraro	1/2025
Paul Ford	1/2027
Janet Loo	1/2027
Dolores Martinez	1/2024
Janèt Sullivan Whitaker	1/2024
Jennifer Kluge, Executive Director (ex officio)	

### NPM COUNCIL

	Term/End
<b>Forum Chairpersons</b>	
Lena Gokelman, Affiliation/Advocacy advocacyforum@npm.org	2/2025
Stephen Obarski, Certification certificationforum@npm.org	1/2024
Emily Strand, Communications communicationsforum@npm.org	1/2024
Karl Pierce, Cultural Diversity diversityforum@npm.org	1/2026
Hank Bauer, Directors of Music Ministries dmmforum@npm.org	1/2026
Kristen Donahue, Finance & Development financeforum@npm.org	1/2026
Anne Vasile, Membership membershipforum@npm.org	1/2025
Preston Dibble, Programming programforum@npm.org	2/2025

### Episcopal Moderator

Most Rev. Mark J. Seitz (ex officio)

### Regional Representatives

Region 1	Jonathan Capece	1/2024
Region 2	Richard Putorti	2/2027
Region 3	Dr. Frank Klose	2/2026
Region 4	Remi Bauer	1/2025
Region 5	Joseph Smaldino	1/2024
Region 6	Richard Jeric	1/2027
Region 7	Stacy Sienko	1/2027
Region 8	Kellen O'Grady	1/2025
Region 9	Danny Baker	1/2024
Region 10	Dan Girardot	1/2027
Region 11	Kimberly Wargo	1/2026
Region 12	William McNamara	1/2025
Region 13	Jaime Cortez	1/2024
Region 14	Dónal P. Noonan	1/2027

The Board of Directors are also members of the Council.

### NPM NATIONAL OFFICE

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**Nancy Douglass**, Pastoral Music Managing Editor  
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# FORUM REPORTS

## ADVOCACY & AFFILIATION FORUM

*Lena Gokelman, Chair*

The work of the Advocacy & Affiliation Forum is divided among leadership subgroups that have attempted to address the needs of the pastoral areas that comprise the Forum. In 2023, the Forum began the process of forming a Technology subgroup. The Composers subgroup made an effort to more clearly define the role of the Association in meeting the needs of members desiring more formation in composition; the team emphasized the important relationship between the art of composition and a foundational understanding of the theological and liturgical principles of worship, discussing possible ways this formation could take place,

and specific groups that might benefit from it. The Music Education subgroup engaged in early-stage visioning of a collaborative compilation of liturgical hymns of varying styles and cultures that could dually serve the liturgical/academic year and reinforce core musical competencies at various grade levels. In order to reach new members, the Religious Communities subgroup developed a survey that will be used to poll religious communities of men and women (and those who work with religious communities) about their specific needs in liturgy and music. Finally, the Clergy subgroup worked on a clergy formation day to take place during the NPM National Convention in Kansas City this summer.

## CULTURAL DIVERSITY FORUM

*Karl Pierce, Chair*

During 2023, Cultural Diversity Forum leadership participated in several activities to educate membership on being a culturally diverse Church, including presenting podcasts during Black History Month (February), Asian American and Pacific Islander Heritage Month (May), and Hispanic Heritage Month (September 15-October 15). The Forum also proposed, organized, and presented several sessions at the 2023 National Convention, such as the in-person panel discussion “Serving Servants: Ministering Ministers in a Multicultural Setting” and the virtual breakout

presentation “Whose Table? Sharing God’s Banquet of Love, *Pagsasalo sa Hapag*.” The Cultural Diversity Forum participated in Forum Chair and National Council meetings and in the search for new NPM Board members in an effort to diversify the Board of Directors. The Cultural Diversity Forum worked to establish and strengthen liaisons with other Forums, especially Communications and Programming; gathered information on members’ Triduum celebrations and multicultural worship aids; and worked to keep the lines of communications open with worship offices and chapter directors.

# CERTIFICATION FORUM

*Stephen Obarski, Chair*

NPM offers certification in three areas: cantor, organ, and piano. There are three divisions in cantor certification: Basic, Intermediate, and Colleague. Basic has the greatest number of participants. The Forum is in conversation about strategies to encourage more cantors who have attained Basic certification to continue their certification journey by pursuing Intermediate certification as well. We have had six cantors complete Colleague certification, with their liturgy essays enabling them to pass solidly.

There are also three divisions for organist certification: Basic, Service Playing, and Colleague. The latter two are administered primarily by the American Guild of Organists with collaboration from NPM. Amanda Bruce has met several times with her counterpart in the AGO to participate in mutual efforts between the

organizations to bolster the numbers of those seeking certification. Several Colleague candidates are in the midst of completing their certification, having already passed their performance portions.

At the moment, we have several candidates for Basic piano certification. The Forum has plans to examine the current standards and exam rubrics for both Intermediate and Colleague piano certification and promote participation at those levels.

For those seeking to take the essay portion of the Colleague-level cantor and organ requirements, Dr. Frank Klose has been assigning individual mentors to candidates to help them prepare. The mentors' work has been exemplary! The Forum is considering expanding this service to other aspects of certification.

# COMMUNICATIONS FORUM

*Emily Strand, Chair*

The NPM Communications Forum includes member-leaders from California to Massachusetts and from Michigan to the southern border of Texas. In 2023, the Forum gathered for four meetings via Zoom. At these meetings, the Forum engaged in prayer, brainstorming of content ideas for NPM publications, and frank and helpful discussions of NPM policies with regard to everything from Convention advertising to email frequency. One highlight of the Communications Forum's work was its development and release of the new NPM Style Guide, a dynamic document that helps streamline the writing and editing of our publications, making our communication more consistent across the Association. The Forum also provided feedback and insights about NPM's new member management and social media platform, The Music Room, which resulted in new programming aimed to help our members better utilize the platform. In addition, throughout 2023, Forum members served as convention moderators, consultants, editors, proof-readers, and beta-testers for NPM's many offerings, helping the Association communicate smoothly, clearly, and in a way that inspires our members.

## 2023 MINISTRY MONDAY STATISTICS

Average number of subscribers .....	<b>2,240/month</b>
Number of unique visitors .....	<b>4,632</b>
Total page views .....	<b>7,374</b>

## TOP THREE MINISTRY MONDAY EPISODES OF 2023

1. **Episode #217: *Exsultet*:** Origins with Fr. Paul Turner (REPLAY) (March 13, 2023)
2. **Episode #225:** A Lifetime of Ministry (with Beth Shaver and Daniel Ladner) (July 31, 2023)
3. **Episode #192:** Musically Preparing for the *Exsultet* (with Nicholas Will) (March 1, 2022)

## SOCIAL MEDIA STATISTICS

Meta (Facebook) followers .....	<b>5,971</b>
Instagram followers .....	<b>930</b>
YouTube subscribers .....	<b>1,456</b>
YouTube Channel Video Views .....	<b>11,355</b>



# DIRECTORS OF MUSIC MINISTRIES FORUM

*Henry Bauer, Chair*

The DMM Forum leadership committee proposed several breakouts, concerts, a retreat, and networking opportunities for the 2024 Convention in Kansas City. Many of their proposals were accepted, including a retreat for spiritual renewal and finding balance as pastoral musicians. The leadership committee also developed a list of short- and long-term goals for the Forum. They have generated many ideas for programs we can offer our members.

Subcommittees of the DMM Forum have completed various tasks and developed ideas for future work. The Advanced Liturgical/Theological Scholarship

subcommittee has compiled a list, which will be posted on the NPM website, of universities and colleges that offer programs in liturgy, theology, and liturgical music. The Professional Concerns subcommittee has done an extensive revision of “A Handbook and Guide for Hiring a Director of Music Ministries,” which is due to come out this spring. The Advanced Musical Skills subcommittee has been organized, composed of musicians specializing in conducting, organ, voice, piano, and guitar. Its focus is to develop programs for improving the musical skills of pastoral musicians. They have drafted a list of new certifications that NPM may offer. A sub-subcommittee has been formed to develop a curriculum and certification program for organists and pianists.

# FINANCE & DEVELOPMENT FORUM

*KiKi Donahue, Chair*

The Finance & Development Forum is charged with assisting in the financial development of the Association, including the annual fund and other new initiatives. We also serve as a resource to the Board and the Executive Director on all fiscal matters. This past year the Forum has been working hard to develop a robust team focused on specific goals. In 2023, the Finance & Development Forum supported our annual ONE NPM campaign in collaboration with NPM National Staff, adding new components like the successful matching campaign, specific goals for Giving Tuesday, and an “In gratitude for” campaign where

members were encouraged to donate in gratitude for or in memory of someone who brought them into music ministry. When you review the Donor Roll, you will see how many members and friends supported NPM with their financial kindness this past year. The Finance & Development Forum is also excited to assist with the online auction for our upcoming National Convention in Kansas City and will continue to recruit talented new members! We are grateful to those who support NPM to help ensure the future of the Association for the next generation of pastoral musicians.

## HOW TO CONTACT A FORUM CHAIR

Advocacy & Affiliation, Lena Gokelman  
[advocacyforum@npm.org](mailto:advocacyforum@npm.org)

Certification, Stephen Obarski  
[certification@npm.org](mailto:certification@npm.org)

Communications, Emily Strand  
[communicationsforum@npm.org](mailto:communicationsforum@npm.org)

Cultural Diversity, Karl Pierce  
[diversityforum@npm.org](mailto:diversityforum@npm.org)

Directors of Music Ministry, Hank Bauer  
[dmmforum@npm.org](mailto:dmmforum@npm.org)

Finance & Development, KiKi Donahue  
[financeforum@npm.org](mailto:financeforum@npm.org)

Membership, Anne Vasile  
[membershipforum@npm.org](mailto:membershipforum@npm.org)

Programming, Preston Dibble  
[programforum@npm.org](mailto:programforum@npm.org)

# MEMBERSHIP FORUM

*Anne Vasile, Chair*

The last year saw the Membership Forum working and advising on various member-centric aspects of the Association. An updated Chapter Manual was finalized by the Forum leadership team in December 2023, which expounded on the work of the 2022 Manual and provided clarification for chapters on several aspects, including leadership and communications. The Membership Forum, along with NPM Assistant Director of Membership Keisna Sosa, began hosting virtual monthly chapter leadership check-ins for chapter leadership to meet and ask questions, seek guidance from peers, and connect with each other. Additionally, the Membership Forum and its leadership team participated in important conversations with

the Association’s national leadership regarding dues increases and changes to membership categories. Regional Representative nominations and elections were held for five of six regions, with the final election to be held at a later date.

## MEMBERSHIP NUMBERS AS OF DECEMBER 31, 2023

Basic-level (now Select-level) .....	488
Standard-level .....	1,318
Premium-level .....	608
<b>Total</b> .....	<b>2,414</b>
Chapters .....	71

# PROGRAMMING FORUM

*Preston Dibble, Chair*

Over the past year the Programming Forum has been hard at work responding to the needs of our members. We are pleased with the steady interest in our online programming of monthly webinars on topics of the wedding rite, ensemble music, mental health for musicians, reports from FDLC, and sight-singing in both English and Spanish. In January 2023, NPM presented Don Saliers on the topic of “beauty,” as part of the Premium-level members’ Colloquium, held in Washington, DC. Last summer we offered the Liturgical Music Institute in Long Island, a retreat-like experience for members. Additionally, we held a successful annual convention in Reno, Nevada, which included a performance by Chanticleer, a choral institute, and a wonderfully diverse array of plenum and workshop speakers. We are excited for our members and non-members alike to experience an inspiring week in Kansas City this summer.

## 2023 PROGRAM REGISTRATION NUMBERS

Liturgical Music Institute .....	30
Colloquium .....	56
In-Person Convention .....	541
Virtual Convention .....	155

## 2023 WEBINAR REGISTRATION NUMBERS

Liturgical Calendar: Music Deep Dive (January 2023) .....	117
Six Strings and the Sacraments: A Liturgical Guitar Workshop (March 2023) .....	89
The Spirituality of Holy Week: A Mini-Retreat for Pastoral Ministers (March 2023) .....	88
Food and Faith: A Perfect Pairing (May 2023) .....	13
Rest, Renew, Reflect: Self-care for Pastoral Musicians (June 2023) .....	45
Music and the Order of Celebrating Matrimony (October 2023) .....	104
The Liturgical Books: A Guide to the Sources (October 2023) .....	66

# FROM THE DIRECTOR



Every year, I have the honor of introducing the Roll of Donors. The generosity of NPM members and friends throughout the year continues to fill the critical gap to keep our mission thriving and to serve our

Church. As a donor, you have so many ways to direct your philanthropic dollars, and we are grateful that you continue to count NPM as a priority. You gave to the ONE NPM fund, supporting NPM's most pressing needs. You gave to the Mark C. Kulyk Member Support Fund and to the Program Scholarship Fund to provide assistance to your fellow members. You attended the VIP reception in Reno, Nevada, and responded to our calls for volunteers throughout the year. We are also grateful for the continued support of named scholarship funds. I hope you have taken a few minutes to read about the work of our Forums in the pages of the Annual Report. Together, your donations and the work of our Forums, member leaders, and national staff make the mission of NPM a reality.

With appreciation,

A handwritten signature in cursive script that reads "Jennifer".

**JENNIFER KLUGE**

*Executive Director*  
*director@npm.org*

## NPM FUNDING OPPORTUNITIES

### ONE NPM

The annual ONE NPM campaign supports NPM's operations and growth. It supplements our membership dues and income from conventions and institutes.

### MARK C. KULYK MEMBER SUPPORT FUND

Established in 2017 in memory of a dedicated, longtime pastoral musician, this fund provides membership for those facing financial challenges.

### NPM SCHOLARSHIPS

NPM offers a slate of scholarships to those committed to advancing their pastoral ministry skills at academic institutions or through NPM-sponsored programs. We continue to support young pastoral musicians and those who mentor them.

### THE 2026 CLUB

In anticipation of NPM's 50th anniversary in 2026, this level of giving recognizes those who gave \$2,026 or more, as we work towards this milestone.



# OUR SUPPORTERS

## ST. CECILIA

*Gifts \$10,000+*

■ ■ Ken Gilman

■ ■ Jennifer and John Kluge

## ST. GREGORY THE GREAT

*Gifts \$5,000-\$9,999*

■ ■ Dr. Gregg and Natalie Codelli

## ST. PETER CLAVER

*Gifts \$2,500-\$4,999*

■ ■ James Drollinger

■ ■ Peter and Trudy Maher

■ ■ James and Martha Pedone

■ ■ Joyce Ravnikar-Kulyk

## ST. HILDEGARD OF BINGEN

*Gifts \$1,000-\$1,499*

■ Linda Budney LaRoche

■ NPM Detroit Chapter

■ Dr. Dolores Sokol

■ Angela Weinroth

## ST. TERESA OF THE ANDES

*Gifts \$750-\$999*

■ Delores Bauman

■ Mary Prete Dalbis, *in memory of Nicholas Prete*

■ Emily Strand, *in honor of Fr. Clarence Rivers*

## ST. JOHN WANG RUI

*Gifts \$500-\$749*

■ Dr. Robert Agnello

■ Henry Bauer

■ Marilee Beyer

■ Mary Lou and JC Cantrell

■ Rory Cooney

■ Renee Favo

■ ■ Dr. Daniel and Ann Marie Girardot, *in honor of Dr. Peter and Rosemary Girardot*

■ Jeremy Andrew Helmes

■ LaTisha Henderson

■ Dr. Dolores Martinez

■ Margaret Matuska

■ John Peragallo

■ Gerald Wayne Schmidt

■ Rev. Peter VB Wells

■ One NPM ■ Mark C. Kulyk Member Support Fund ■ NPM Scholarships ■ The 2026 Club

## ST. RAFAEL GUIZAR Y VALENCIA

*Gifts \$250-\$499*

- Mary Beaudoin
- Jan and Larry Bloemer
- Sir Clemens Bremer
- Amanda Bruce, *in gratitude for my mother, Cynthia Plazek*
  - ■ Jennifer Cherer
- Dr. Kathleen DeJardin
- KiKi and Bill Donahue
- Christopher Ferraro
  - Dr. Paul Ford
  - Jose Gallardo
- Maria Lena Gokelman, *in memory of Isadore and Cecilia Jenette*
  - John Halloran
  - Maria Innocenti
- Corinne and John Kelliher
- Valerie Lee-Jeter, *in honor of Fannie Notting Hill*
  - Linda Reid
  - Stephen Schad
- Diane Schell, *in honor of Sr. Claudette Schiratti*
  - Diane Yendrey

## ST. ALPHONSUS LIGOURI

*Gifts \$100-\$249*

- Taylor Baca
- Brian J. Bacon, Jr.
- Remi and John Bauer
- Anna Betancourt
- Rev. Stephen Bird
- Rev. Paul Colloton
- Dallas (Texas) Chapter
- Preston Dibble, *in honor of Rev. Richard LeLonis, JCL*
  - Nancy Douglass
  - Michael Gilmore
- Carol Hance, *in loving memory of my sister, Cathy Winhart*
  - Dr. Gail Hartin, *in honor of Kenton Kravig*
    - Joann Held
    - Ross Kelsch
    - Francis Klose
- Patty Lacerda, *in honor of Fr. Ron Calhoun*
  - Mary Ellen Lanzillo
  - Nancy McNamara
  - William McNamara
  - Mary Malewitz

- Rita Manners
- Katherine Nieman, *in honor of Denise Pino-Elliott*
- Stephen Obarski, *in memory of Sr. Barbara Maria Bamberger, IHM*
- Rachel Obringer
  - Terri Pastura
- Cynthia Plazek, *in honor of all those who praise God with music*
  - Michelle Rego
  - Frank Rider, *in honor of Ben Ride*
  - Thomas Rzonca
  - Joan Schoonover
  - Wendy Silhavy
  - S. Mary Ann Smith
    - Ron Sondag
    - Keisna Sosa
  - Christian Strand
    - Stephen Sudik
    - Anne Vasile
  - Tom Wierman, *in honor of Charlene Dreiling*
    - Gayle Wittmann
    - Daniel Wyatt, *in honor of Laura High*
      - Marilyn Zank
      - Agnes Zueger



# ST. CATHERINE OF BOLOGNA

*Gifts \$50-\$99*

- Dr. Barbara-Ann Britten
  - Glenn deCastro
  - Bonnie DeSalvo
  - Robert Fisher
  - Paul French
- Jason June, *in honor of St. Peter's Adult and Children's Choirs (Somerset, PA)*
  - Marianne Lauda
- Barbara Witham McCargar, *in memory of Audrey Witham*
  - Sr. Sharon McMillan, *in honor of Arlala Sheppard*
    - Bruce Marshall
- Maria Nieva, *in honor of George Luciano and Madeleine Mazza*
  - Br. Terrence Nufer
  - Kellen O'Grady
  - Elizabeth Pendarvis
    - Lidith Perez
    - Richard Putorti
  - Kevin Samblanet, *in memory of Mary Anthiah*
  - Walter Smith, *in memory of Joseph R. Gagliano, Jr.*

■ St. Michael the Archangel Church

■ Joyce Thorpe

■ Dr. Gordon Truitt, *in honor of the 60-year musical ministry of Carole Truitt*

■ Sally Zimmerman, *in memory of Marge Stensrud*

## BLESSINGS TO NPM

*Gifts up to \$49*

- Elizabeth Bailey
- Eileen Ballone
- Michele Beck, *in honor of Davie Weiner*
  - Charles Bomba, *in honor of Kristin Bomba*
    - Paul Bresciani
    - Richard Brisbane
- Denise Broussard, *in memory of my dad, Stuart Guyote, who played a huge part in my faith formation and choosing to serve God in my ministry*
  - Deborah Brown
  - Dr. Jeane Caveness
  - Patricia Christenson
    - Julie Curry
    - Tanya Diggins

■ Marianne Fuchsen

■ Terry Gonda

■ Michael Johnson

■ Timothy Jones

■ Jacqueline Keller

■ Tom Kendzia

■ Molly Knerl

■ Michael Kurley

■ Rebecca McClure

■ Christopher McGilton

■ T.J. Marden

■ Rose Mattingly

■ Sr. Nylas Moser

■ Jill Maria Murdy

■ Anna Belle O'Shea

■ Eduardo Perez

■ Patricia Pogue, *in honor of Carol Teoli*

■ Cecile Provencher

■ Pamela Shaw

■ Arlala Sheppard, *in memory of Tony and Wendy Sheppard*

■ Kristin Smeltzer

■ Catherine Sponholz

■ Thomas Uva

■ Paula Vasey

■ Madeleine Wensink, *in honor of Herbert Dillahunt*

# A COMMITMENT TO ETHICAL BEHAVIOR

NPM remains committed to treating members and non-members with dignity and respect. As part of that commitment, we have developed a Code of Ethical Behavior approved by the Board of Directors on January 30, 2023. The Code is required to be published annually in *Pastoral Music* and can be found at [npm.org](http://npm.org).

## NPM CODE OF ETHICAL BEHAVIOR

*Approved 1/30/21*

The National Association of Pastoral Musicians (NPM) is dedicated to fostering the art of musical liturgy. The association exists to assist the Catholic Church in the United States to sing the praise of God through divinely inspired musical worship. (*See Ends Policies.*)

NPM members, member leaders, and all who represent the association, including event speakers and presenters, agree to the following ethical standards which are essential to our mission in the Church and the world.

### **THE PARTIES NAMED ABOVE WILL:**

Respect the dignity of every human person, regardless of race, national origin, age, religious affiliation, gender identity, marital status, sexual orientation, socio-economic or educational background, disability, or medical condition.

Maintain appropriate relationships with fellow members, supervisors, colleagues, volunteers, and parishioners of all ages, avoiding any sort of abusive behavior.

Follow all appropriate and pertinent USCCB and diocesan policies, as well as legal statutes, regarding the reporting of abuse and protection of victims.

Acknowledge and respect the diversity of the Church and aim to share with, collaborate with, and serve persons of all cultural backgrounds.

Work toward a more just world for every person, especially those who are marginalized in any way.

Collaborate with clergy, staff, and volunteers, addressing differences of opinion through appropriate channels.

Commit to ongoing, lifelong education in the development of musical, liturgical, and pastoral skills.

Respect intellectual property rights by being aware of and complying with copyright law and attendant procedures regarding reproduction and performing rights.

Be responsible stewards of the association resources with which they have been entrusted.

Respect the employment rights of others, including incumbent musicians, and be aware of and comply with all laws and procedures pertaining to immigration and work permits.

Refrain from harming the reputations of colleagues and maintain professionalism in their use of social media.

Observe both the spirit and the letter of this Code of Ethical Behavior in their dealings with NPM, with individual members, with the musicians under their supervision, with colleagues, employing institutions, and the communities they serve.

Board members, Forum chairs, regional council representatives, and all contracted speakers are required to sign this policy. The policy is available on the NPM website, and published annually in *Pastoral Music* for the general membership. Reports of violations are made to the Board of Directors, which reserves the right to take appropriate action, including but not limited to the cancellation of membership and speaker contracts.