

**THE COLLEGE MUSIC SOCIETY**  
**Meeting of the Board of Directors**

April 1-2, 2011  
The Adolphus Hotel  
Dallas, Texas

– Minutes –

- I. Call to Order. Call to Order. President Williams called the meeting to order at 9:00 a.m. and welcomed all to the meeting. Present were: David Williams (President) Cynthia Crump Taggart (Past President), William Everett (Vice President), Maud Hickey (Secretary), Mary Anne Rees (Treasurer), Sam Magrill (Board Member for Composition), Susan Wharton Conkling (Board Member for Music Education), John Koegel (Board Member for Musicology), James Perone (Board Member for Music in General Studies), Claire Boge (Board Member for Music Theory), Carol Babiracki (Board Member for Ethnomusicology), and Robby D. Gunstream (Executive Director). Christine Beard (Board member for Performance) was not able to attend.

Welcome by President David Williams. Williams outlined the agenda and welcomed the newest board members: William Everett (University of Missouri Kansas City), Claire Boge (Miami University in Ohio), Carol Babiracki (Syracuse University), and John Koegel (California State University Fullerton).

- II. The Agenda for this meeting was **Moved and Approved** (Magrill/Rees).
- III. Minutes of the September 2010 Meeting were accepted with no additions or corrections. **Moved and Approved** (Magrill/Perone).
- IV. Review of Activities during 2010. Board members broke into teams to review and then present synopses of the following reports.
- A. Membership of The College Music Society
1. Membership for 2010. CMS membership has been increasing over time, despite a small decrease in 2009. Musicology has been declining over the past several years, Music Education and Music in General Studies (MGS) have been growing, and the other groups remain stable. Younger membership seems to be declining (Assistant Professors and students). Discussion ensued about the possible reasons for the decline in Musicology. It may be worth probing the data to see what “secondary” areas are selected in profiles of members (e.g. has musicology become a “secondary” area for the musicologists? Jazz studies, music in general studies, popular music, or other nontraditional areas may be becoming “primary” areas for college faculty).
  2. Minutes of the 2010 Annual Meeting of the Membership. It was noted that the conferences have been very well attended. The lightning talks, added in 2010, were a very positive addition to the National Conference.

- B. Career Development. There are four active committees whose work is very practical and positive in this area. A common concern from the committee reports is the need for more enhanced visibility of their good work (link to Strategic Plan). There needs to continue a promotion of collaboration between these committees as there seems to be natural overlap.
1. Academic Careers.
  2. Academic Citizenship. It was suggested that they work with the “Academic Leadership and Administration Committee” and NASM in preparation for the 2012 meeting in San Diego. Discussion revolved around the relative ambiguity of this committee’s title/meaning. Taggart provided context to the history of this committee’s genesis. They have had difficulty defining themselves, and it is hoped that the new group continues to focus their work in the context of the Strategic Plan.
  3. Academic Leadership and Administration. This committee asked for consideration of a position in administration on the CMS Board. This request for a Board position was previously considered by the CMS Board and resulted in the creation of a new Board position as “Member-at-Large.”
  4. Entrepreneurship Education.
- C. Engagement and Outreach.
1. Higher Education. Discussion from the Board focused on the fact that while Skype podcasts are now available on the CMS Website, they are not aggressively being publicized to CMS Membership (it was suggested that there be short announcements from time to time). The podcasts need to be more regularly updated and advertised (like the MVL). It was also noted that it was difficult to find the podcasts on the website. **Action:** Gunstream mentioned that there was some effort to make a podcast tutorial for those who want to create podcasts and that Larry Kaptain should be contacted to do this.
  2. Music Business-Industry. Kudos to this group for a successful 2011 Summit with NAMM.
  3. Community Engagement. This committee is working on several projects, including a website for best practices. The Community Engagement committee is working with the International Initiatives Committees to establish models that hold potential for Strategic Planning. The new chair of the Community Engagement committee, Suzanne Burton, is putting together plans for a pre-conference session at the 2011 National Conference and other exciting initiatives.
  4. International Initiatives. This committee is working closely with the International Society of Music Education. It was noted that the number of CMS members outside of the U.S. should be encouraged to engage in CMS International committees and activities.
  5. The CMS Fund: CMS Beyond Fifty. The campaign is increasing their exposure, and there is a good chance that they will meet their goal of \$100,000.00. It was suggested that after reaching this goal, and in order to keep building, further campaigns be targeted to specific initiatives within the society.

- D. Advisory Councils. Overall there is active collaboration between these advisory committees within CMS and outside of CMS. This has resulted in strong and innovative sessions at recent conferences.
1. Report for Composition. Board members congratulated Composition Board member Magrill for organizing an outstanding choral concert and collaborative sessions with music theory at the National Conference in 2010. Commendations were also given for being aggressive in getting a call out for performing groups for the 2012 San Diego conference. The call for ensembles has come out *before* the call for scores and eight groups have committed to the 2012 Conference. It was noted that there is a continued need to present performing opportunities for composers (note for Strategic Plan).
  2. Report for Ethnomusicology. Ethnomusicology collaborated with Music Theory and Composition for innovative conference sessions and projects.
  3. Report for Music Education. Collaboration was noted within CMS groups and with the Society for Music Teacher Education. A question was raised whether CMS could become an official “co-sponsor” of SMTE. Hickey will pursue this.
  4. Report for Music in General Studies. This group was noted for having more than usual number of conference sessions and bringing in new people to give presentations. Textbook vendors seemed present and interested in MGS sessions. It was suggested that vendors be pursued more proactively for conferences and sessions.
  5. Report for Music Theory. The Music Theory collaboration with other CMS groups was noted and appreciated.
  6. Report for Musicology. A collaboration between musicology, theory, and performance sessions at the 2010 CMS conference resulted in sessions given later at the Music Teacher’s National Association Conference. James Briscoe was commended for finishing Volume 20 of CMS’s Monographs and Bibliographies in American Music series: *Vitalizing Music History Teaching*. The Board encourages this group to offer a musicology pedagogy symposium again (in spite of failed efforts due to low enrollment for the summer of 2010).
  7. Report for Performance. (See Composition report notes regarding the 2012 conference in San Diego). Collaboration with other groups has proved very successful. This group has concerns about topics related to performance health, the empty concert hall, and the shrinking job market for performers.
  8. Student Council. This group is to be commended for the work they are doing and for initiating the student chapter movement and aggressively pursuing student involvement. Students reported appreciation for the training sessions that Jim Briscoe led at the National Conference.
  9. Cultural Inclusion.
- E. Instructional Technology and Information Services (ITIS).
1. ITIS Report. This committee is working on e-portfolio possibilities. Their endowment is fully funded and they will give their first technology award at the 2011 Richmond conference.
  2. Pre-Conference Workshop. Kudos to another successful pre-conference session at the 2010 National Meeting with nearly 90 attendees.

- F. Professional Activities. Board members raised some questions about how the subcommittees from the Professional Activity group might fit into the strategic plan.
1. Professional Development (PD). Might there be a connection between PD and the ITIS group? Could this be an appropriate student forum?
  2. Publications Committee. It was suggested that the committee examine SSRN.com (a social science open knowledge network; music is to follow) as a potential venue for CMS publications.
  3. Conferences
    - a. The 2011 International Conference will be held in Seoul and Gyeongju, Korea, July 3–10.
    - b. The 2010 National Conference in Minneapolis was a success with over 500 attendees.
    - c. Regional Chapter Conferences. How can attendance be increased at the Regional Conferences (potentially bringing in more students with some kind of incentives)? Could Regional meetings be streamed? (A discussion ensued about the complications and controversies involved with streaming). Skype's new platform for educators might provide a useful platform. **ACTION:** Conkling will find examples of effective streaming from higher education to share with the Board.
  4. Forums and Dialogues. Williams noted that there will be a new model for Forums and Dialogues at the Richmond, 2011 conference. It will be a brown-bag luncheon (included with the registration fee) during the early part of the conference.
  5. The CMS 2011 Summit was focused on "Community Engagement: Music Beyond Educational Institutions." It took place January 15–16, 2011, at Georgia State University (Atlanta, Georgia).
- G. Governance
1. Board of Directors–Minutes of the February 2010 Meeting. Discussion focused on ideas for reinvigorating the Campus Representatives program. Suggestions included appointing a Board Member to work with Campus Representatives, and/or create a Summit of Campus Representatives. There may be limitations with only one campus representative on campus (based on quirky political or structural issues on any campus). Regional chapter groups should be more active (ground up approach for activities; active list-serves; more responsibility for Campus Representatives). Might CMS be a resource for solving problems on campuses? Another topic discussed was Membership: Might there be incentives for members to pay 2, or 5 years (or life)? In order to raise the scholarly profile of CMS it was suggested that competitions be held for students and scholars (at both Regional and National conferences).
  2. Subcommittees of the Board of Directors
    - a. Executive Committee–Minutes of the March 2010 Meeting. The Board Members commended Past President Taggart for her diligent work on the Strategic Plan.

b. Report of the Finance Committee. Chapter treasury is in back in the black. (Pg. 12 there is a mistake, final number should be 82, 235.00 (line 238). CMS is gaining visibility by giving out grants.

H. Discussion of the Report from the Executive office. Board Members expressed commendations to the National Office staff and Executive Director Gunstream for their exceptional work. In spite of recent budget constraints, there has not been a perceptible lack of services from the National Office.

It was suggested that a third Goal be added to the “Goals for 2011 Publications” (line 45): that is that the publication committee look at revision of publication models, especially using electronic publishing.

It was suggested that a connection be made between CMS Executive office and the Planning Committees with NASM for the San Diego conference (e.g. create sessions that would be attractive to both groups). A goal would be for NASM attendees to come early and attend a CMS pre-conference session for example.

How will CMS bring “CMS Beyond 50” to a point of closure? One idea is to have a grant/matching activity.

The Board asked about a goal date for updated bylaws for the Board of Directors (Line 294). Gunstream suggested this summer, 2011. When asked about CMS plans for purchasing real estate, Gunstream reported that this has been an ongoing research project with the goal of putting down payment on a property or building when and if such an opportunity becomes available.

V. Beyond 50 Campaign. Treasurer Rees encouraged board members to consider a gift for the campaign. (It is helpful for funders to see 100% involvement from the Board).

VI. Review and Discussion of Activities in Place for 2011 and 2012

A. Professional Activities

1. Professional Development (PD) Activities and Proposed Changes for 2011.

a. Upcoming PD events include a CMS Film-Music Pedagogy Institute (May 23–27, 2011, The University of Miami); CMS/ATMI Pre-Conference Technology Workshop (October 19, 2011, Richmond, VA); and a Pre-Conference session on Community Engagement (October 19, 2011, Richmond, VA).

b. Proposed Changes for 2011. Williams is working with the new PD development chair Betty Anne Younker to encourage more PD initiatives for CMS. Discussion ensued about a suggestion for alternative PD proposal deadlines (outlined by Younker in the document “*Proposed Professional Development Process*”). There was some confusion about the proposed date structure, and whether it would in fact help boost PD action. Alternative suggestions included: no dates announced – rather a clickable form that shows a timeline for the

process; Only two dates (not the three suggested); No deadline date at all—the PD committee take proposals as they come and determine if there is enough lead time; include a call for pre-conference workshops with the call for conference events; send a reminder notice to members that there is time to consider proposing a workshop or pre-conference event.

2. Conferences

- a. Update on Plans for the 54<sup>th</sup> National Conference. Some of the new ideas for this conference were noted and commended: Fishbowl discussion after the Trotter Lecture, Trotter speaker lunch with students, brownbag lunch open forums and dialogues, and continued lightning talks. Magrill questioned the accuracy of numbers for score submissions/acceptances reported in the “*Richmond 2011 Program Report.*”
- b. Trotter Lecture for the 54<sup>th</sup> National Conference. A speaker has not yet been chosen for the Trotter Lecture of the 54<sup>th</sup> National Conference. Board Members are requested to help come up with ideas for speakers and especially those who might have personal contact. **ACTION:** The following speakers will be contacted to be considered for the meeting: Gloria Ladsen-Billings (Taggart); Sebastian Ruth (Conkling); Michael Kaiser (Everett).
- c. Future National Conference Sites. A conference site for 2017 is still open. Suggestions were: Santa Fe; Puerto Rico; Vancouver; Victoria; Estes Park, CO; Aspen, CO; A cruise (Belize, Alaska, Europe; Galapagos); Las Vegas; Trinidad.
- d. A Conference “No-Show” Policy was submitted to the Board by a sub-committee and reviewed. **ACTION:** Item #2 should include International Meeting; Wording for #4 should be changed to: “A presenter who has made no contact with Peter Park and does not present in person will be prohibited from submitting a proposal to the subsequent Regional, National, and/or International Meeting.” With these changes, this document was **Moved and Approved** (Magrill/Rees).

3. Student Advisory Council and Student Chapter Guidelines. Board Members commended the work of Gene Trantham and Jennifer Snodgrass (Co-Chairs of the CMS Student Advisory Council) for creating the initial draft of Guidelines for Student Chapters. Subsequent discussion raised the question of how Universities that already have wonderful career services might still encourage their students to join CMS student chapters. It was suggested that Student Chapters seek to provide the full range of activities of the CMS society itself, but as a student community, such as adding performance, community engagement, and composer opportunities (these were not evident on the list). The Board **Moved and Approved** (Taggart/Everett) that this initiative continues in its effort to develop CMS Student Chapters.
4. Revitalizing the Campus Representative Program. Williams suggested combining the Faculty Advisory role of Student Chapters with the Campus

Representative. Taggart thought that because of the work involved in creating a student chapter, this might be too difficult. Is there a possible compromise? How might (or should) the effort of Campus Representatives and Student Chapter Faculty Advisors be combined? Discussion ensued about whether Campus Representative really have any sway on campus to bring in more CMS members. It also became apparent that the CMS office could improve the Campus Representative communication and awareness. The Board agreed that Campus Representatives are important and in some way the program needs to be revitalized. No concrete actions were suggested except to be sure this is evident in the new Strategic Plan.

5. Musician's Health Initiative. A proposal, submitted by Paula Brusky, requesting that CMS consider forming a "musician health initiative" was reviewed and discussed. Board Members agreed that this is an important topic, and noted that there is a good amount of activity in other groups around the country looking at this issue. **ACTION:** Williams will charge Brusky to work with the new Member-at-large Board Member and create an ad-hoc committee of 3 or so individuals to formulate specific suggestions on how CMS can support this issue. Dr. Kris Chesky of the University of North Texas (Kris.chesky@unt.edu), considered a leader in this area, was suggested as a consultant. This ad-hoc committee should also be encouraged to propose a pre-conference or summer workshop on this topic.
- B. Membership of The College Music Society. Review of the Agenda for the 2011 Annual Meeting of the Membership, Richmond, Virginia. There was a friendly amendment to change William's status to "emeritus" from "retired."
- C. Governance
  1. Report of the Nominations Committee (Kathleen Lamkin, Jim Parakilas, Kristin Wendland). Kathleen Lamkin, chair of the Nominations Committee, was *Skyped in* to reported nomination recommendations for upcoming board positions: President, Secretary, Board member for Composition, Board member for Music in General Studies, and Board member at-large.
  2. Fall 2011 Meeting of the Board of Directors (BOD). In recent years the BOD has met on Sunday afternoon following the close of the National Conference. However, at the upcoming 2011 meeting in Richmond, a CMS tour of Jamestown and Williamsburg will take place on Sunday. The Board suggested that their meeting be held on Monday morning after the National Conference (October 24), with support for travel. **ACTION.** This fiscal issue should go to the Executive Committee for approval.
  3. Review of Guidelines for New Members of the Board of Directors. The following **actions** were requested for these guidelines: Add meeting dates for members of the Executive Committee; include, for the third year in office, that board members communicate proactively with their replacements; suggest incoming Board Members come to the National Conference to meet with their predecessor; consider adding newly elected Board Members to advisory committees and outgoing Board Members to advisory committees.

#### D. Emerging Initiatives

1. International Initiatives. Williams expressed a desire to include greater International presence in CMS. This was also reflected in Jack Oliva's (chair of the International Initiatives Committee) report. Williams wishes for the Board to consider the following questions: How might International initiatives be reflected in Strategic Planning? How could International colleagues be more involved? Might there be a follow up after CMS International Conferences? Might the MVL reach out more to International positions? What about technology for International conferences and collaborations? The International Society for Music Education (ISME) was mentioned as an organization that, outside of the U.S. includes a broad constituent of music professor's in higher education
2. Advocacy Initiatives. There is a current need for CMS to take advantages of opportunities for advocacy, especially in these troubling economic times. In the document "*Opportunities for Advocacy for Music and Higher Education, 2011-20112*" Gunstream outlines three groups and the potential (and current) collaboration/advocacy opportunities for CMS: *Imagining America: Artists and Scholars in Public Life* (<http://www.imaginingamerica.org>); *National Association of Music Merchants* (<http://www.namm.org/about>); and, *Making Music Magazine* (<http://www.makingmusicmag.com>). Gunstream has made positive connections with these organizations and encourages the Board to consider how partnerships might continue in order to advocate for music education in society.

#### VII. Envisioning the Future of The College Music Society

- A. Summary of Progress on the Strategic Plan. Board Members worked in groups to refine the Goals of the Strategic Plan. Where noted below, **actions** were suggested for refinement:
  - The original group working on goal 3 (Magrill and Conkling) should create a goal 6 to read: "Raise the quality, profile and visibility of CMS scholarly publications" and flesh out a description paragraph and appropriate action items.
  - The term interdisciplinary should be defined in the opening paragraph of the overall document.
  - GOAL 4: Consider adding advocacy with organizations outside of music and higher education such as those mentioned specifically by Williams under item VII.L above.
  - A preamble should be written that highlights the threads running through the strategic plan (e.g. technology, curricular innovation, fiscal issues).
- B. Refining Goals. Board members examined the Strategic Plan in terms of initiatives talked about on the previous day of the Board meeting. The following suggestions emerged from this brainstorming and are suggested for groups to consider when finishing their work on their goals (organized by Goal)
  - Goal 1: Regional Meetings should invite campus representatives; Better Regional chapter involvement and communication with local membership and recruiting; International Activities and Connections need to be enhanced;



Career Services for life-long careers and entrepreneurship is only mentioned once (2E) should be mentioned more (in Goal 1 perhaps); References to regional chapters need to be more active and less passive

- Goal 2: Campus Representative activities need to be more carefully articulated; Regional Meetings should invite campus representatives; 2A: Are there discounts for multi-year or dual-organization memberships? Better Regional chapter involvement and communication with local membership and recruiting; get chapters involved in implementing the strategic plan with specific ideas; Be specific to reaching out to people who are in mid- and late-career; people who feel isolated on their campus; References to regional chapters need to be more active and less passive
- Goal 3: rather than just *promote* scholarly profile find ways to *demonstrate* scholarly profile; Goal 3C-2 Special Issue on Interdisciplinary should be more than 1 issue; At-large board member role defined and used appropriately for under-represented groups;
- Goal 4: CMS can assume a stronger liaison/advocacy role for music; Joint task forces between societies (Goal 4e); National Topic should be mentioned and more synergy built from the National topic through Summits, pre-conference, workshops, etc.
- Goal 5: Improve the scholarly profile (add to Goal 5 A2 as a giving opportunity)
- Goal 6: generate a scholarly publication series or monograph that results from appropriate Summits; How can this document deal with technology that will change over time and what is cost-effective?; Big job for Publications Committee over the next 5 years and affects most of the goals (but can be most specifically targeted in Goal 6); Reviewing and revitalizing all publications –regular issues of *Symposium*.
- Multi-Goal suggestions: Chapters need to be included in Goals 3, 4, 6; make sure students are mentioned in many areas (specifically Goals 1 & 4; expanded in Goal 3; specifically targeted in Goal 5; and put to use in Goal 5C); Find ways to generate ideas from the ground up; needs to show what it is the Society already does well more effectively (Goals 1, 5, 6); Role of the campus representative needs to be clarified in light of Friday's discussion (at least under Goals 1 & 2, perhaps the others as well); Proactive and intentional linkages to other professional societies – clarify whose role it is or what mechanism there will be to stay on top of this (e.g. Goal 3 & 4e; Perhaps Goal 6); professional opportunities for International Engagement and Conferences; (Goals 2 and 6).

C. Strategic Plan Wrap-up and Finalizing Report plans. **ACTION:** By April 11, 2011, the original Goal teams (current Board Members only) are requested to finish cleaning up their Goals and in light of the suggestions articulated in item VIII.B above. Williams and Rees will then work together to finalize the document into a publishable format.

VIII. Putting the Strategic Goals in Motion. Board members worked in small groups to brainstorm potential "Quickstart" action items to get put the Strategic Plan into motion.

- A. The following list of 9 items was generated after discussion and refinement of the group items. These “Quick Starts” are to be accomplished by April 1, 2012.  
**ACTION:** Taggart will work on cleaning up the wording of these items.
1. Create 12 new student chapters within the year.
  2. Develop a statement of the value of music in higher education to share as an advocacy statement.
  3. Develop and host one webinar on the National Topic.
  4. Redesign the website to improve navigation and make it more visually compelling.
  5. Publications Committee create a plan for revised publication format and delivery.
  6. Have campus reps subcommittee evaluate the efficacy of campus representatives and define a plan for their revitalization.
  7. Link MVL with Career Services initiatives to alert subscribers to other benefits of CMS membership.
  8. Explore the possibility of making affordable health insurance and long-term disability insurance available to faculty members who are cobbling together several part-time jobs. We need to determine if this is feasible fiscally and in terms of use of staff time.
  9. Create awards for interdisciplinary scholarship and for student presentations at the National Conference
- B. Possibilities for Action Beyond April 1, 2012
1. The National Topic for 2012 was decided as: “ADVOCATE!”
  2. The National Topic for 2013 will be “Inclusivity and Invention.”
  3. Proposal for an App for iOS and Android. Williams described new developments toward the realization of CMS App tools. He shared the results of a Survey of Membership that showed interest in a CMS App. Dr. Frank Clark and his research team at Georgia Tech is willing to work with CMS on the development for an app for \$10,000.00 for phase 1 (GT would match with \$10,000.00). The Finance Committee has approved this fiscal commitment. Phase 1 of the app will be delivered in time for the National Conference in Richmond, Virginia. The Board unanimously supports this project. **Moved and Approved** (Rees/Perone).
  4. CMS Summits are in place for 2012 and 2013. Williams urged Board Members to continue to think of good topics for future Summits and send any ideas to him.
  5. Reinventing CMS Publications. Gunstream brought the Board up to date on developments toward new CMS Publication endeavors (See “*Reinventing CMS Publications Abstract.pdf*”). The Publications Committee has expanded and includes a Technology representative. This committee will have a retreat in the summer of 2011 to continue working toward future changes and will create a concrete proposal for the Board to examine at a future meeting.
  6. Gunstream described efforts toward a revitalized CMS website and shared a beta version (beta.music.org). He encouraged Board Members to examine the beta version and offer comments and suggestions to him.

- IX. Closing Comments. President Williams expressed his appreciation for the Board's work on the Strategic Plan. Members of the Board thanked Williams for conducting an efficient and productive meeting.
- X. New Business. None.
- XI. The meeting of the Board was adjourned at 5:36 p.m.

Respectfully Submitted April 16, 2011

A handwritten signature in black ink, appearing to read "Mand Hickey". The signature is written in a cursive, flowing style with a long, sweeping tail on the final letter.