

THE COLLEGE MUSIC SOCIETY
Meeting of the Board of Directors
February 24-25, 2012

The Adolphus Hotel
Dallas, Texas

- MINUTES -

- I. **Call to Order.** President Williams called the meeting to order at 9:00 a.m. Present were: David Williams (President), Patricia Shehan Campbell (President-Elect), William Everett (Vice President), Mary Anne Rees (Treasurer), Terry Lynn Hudson (Secretary), Art Gottschalk (Board Member for Composition), Susan Wharton Conkling (Board Member for Music Education), John Koegel (Board Member for Musicology), Gail Hilson Woldu (Board Member for Music in General Studies), Claire Boge (Board Member for Music Theory), Carol Babiracki (Board Member for Ethnomusicology), David Myers (At-Large Board Member), Deborah Nemko (Board Member for Performance), and Robby D. Gunstream (Executive Director).
- II. **Welcome by the President.** Williams expressed appreciation for the Board's work at this meeting and throughout the year. Our organization embraces change, which in turn challenges our resources; much of the large meeting agenda will address this balancing act. He reminded the Board that although there is much to cover, individuals may feel free to stop on an agenda item if needed. Introductions were made, with special note of Bill Everett's involvement with regional chapters and the new At-Large position encompassing typically underrepresented fields, ably filled by David Myers.
- III. **Approval of the Agenda.** There were two edits: IX.D (Other Action Items) will include "wild card" topics, and VIII.D.5 (Professional Activities) will be addressed before that point in the agenda. The Agenda for this meeting was *Moved and Approved* (Koegel/Conkling).
- IV. **Minutes of the October 2011 Meeting.** Accepted with no additions or corrections. *Moved and Approved* (Rees/Babiracki).
- V. **Review of Activities during 2011.** Instructions were given for breakout groups - each will share highlights, issues, and initiatives of their assigned reports, with synopses emailed to Dave Williams and Terry Lynn Hudson.
 - A. **Career Services** [Conkling, Nemko, Woldu]
 1. **Academic Careers.** It was noted that the committee plans to reach out to a wide audience through various forms of distance technology. Their work with students and the recruitment of student mentors was applauded, as were their conference mentoring sessions. Continued mentoring of current and future administrators will be coordinated with Jim Scott. Future pre-conference submissions are encouraged.
 2. **Academic Citizenship.** Some questions that arose from this report: What is citizenship, and how is it defined by the current committee? Might this committee be working at cross-purposes with engagement, and if so, is this one reason for proposals not being accepted for the National Conference? Again, it is encouraging to see the involvement of students in committee activities.
 3. **Academic Leadership and Administration.** The committee is to be commended for their significant work on the advocacy statement. There are few future-oriented statements in their report; what are they doing as we

head to the future? The mentorship of new academic leadership was mentioned.

4. Entrepreneurship Education. Will be discussed later in agenda.

5. Careers Outside the Academy. Of special note was their survey of the CMS membership about how faculty members are helping their students with careers outside the academy. Can we add this area to the MVL? (This possibility was further discussed later in the meeting.)

B. Engagement and Outreach [Babiracki, Gottschalk, Boge]

1. Higher Education. The committee sponsored three presentations at the Richmond conference. They noted the great effectiveness of Ben Cameron and would like to suggest bringing a book author who writes on future trends in education and other broad areas of interest. A number of forward-looking ideas came out of their most recent meeting, including a series of podcast interviews (LSU platform, MIHE member interviewers, Kaptain as host) relating to music in higher education and incorporating relevant recommendations of books, Websites, articles, recordings, and the like. Examples were included within the report.

2. Music Business-Industry. The committee was commended for work on a newly crafted mission statement and for its very successful 2012 Summit in Anaheim, co-sponsored by NAMM (Untapped Collaborations: Synergies between the Music Products Industry and the Education of the Next Generation of Musicians). Also under discussion is the creation of a peer-reviewed record label. They continue to look for conference presentation opportunities, and have submitted a proposal for San Diego related to hiring practices. This is our largest committee; are there possible sub-groups within it?

3. Community Engagement. A busy year culminating in January's Community Engagement Summit, collaborations with Imagining America, and both a pre-conference workshop and engagement outings in Richmond. Plans for the year are to implement a WebEx (Creating and Sustaining Artistically Engaged Practice in a Context of Diminished Resources), produce short videos on engagement for the CMS YouTube channel, promote engagement activities at regional conferences, and continue the liaison with Imagining America.

4. International Initiatives. The Korea conference was a strong success, and plans are in the works for the next international event in Argentina. Williams talked about the new committee leadership - Craig Parker and Alexandra Zacharella will serve as Co-Chairs. The committee has discussed and is enthusiastic about the CMS Ambassador initiative, which attempts to build associations between CMS and other countries. Would coordinating with SEM on this be feasible and helpful?

5. The CMS Fund. The CMS: Beyond Fifty Campaign exceeded its goal; by December 31, 2011, gifts totaled \$134,488. The Fund's assets will continue to be developed under the leadership of new Executive Director Mary Anne Rees, who has established an ambitious set of goals and seeks strong communication with the Board and contributors.

C. Advisory Councils [Rees, Hudson, Myers]

1. Report for Composition. Three composers' concerts were part of the Richmond conference - choir and orchestra, woodwind quintet, and opera scenes. In an effort to enhance collaboration between CMS composers and

performers, representatives from Composition and Performance pre-screened ensembles (69 applicants, 9 accepted) for three concerts to be presented at the upcoming San Diego conference. The Advisory Council was commended for advance planning and organization.

2. Report for Ethnomusicology. There were ten ethnomusicology papers presented in Richmond. The report stressed continued efforts to promote non-western music in the core curriculum and in community engagement efforts. It was noted that, oddly enough, world music was not really a factor at the Imagining America conference; might a world music panel be possible at next IA event?

3. Report for Music Education. The report emphasized how educational policy intersects with what is happening in the classroom. The impact of Race to the Top has been significant, including on teacher evaluation, which should be “fitting and fair.” These concerns were clearly reflected in various Richmond conference presentations.

4. Report for Music in General Studies. The report reflected on the fact that MGS is now a more mainstream teaching topic, less a marginalized “service” course. The continued and increasing conflict between the western and world music canons was noted - how can teachers fit it all in? The breakout group questioned if MGS is still the right term, or if this should be restructured, redefined. The Advisory Council offered the opportunity for online submission of sample syllabi for comparison, but this service did not generate a lot of traffic; might professors shy away from sharing their work to this extent?

5. Report for Music Theory. This is a challenging point in the profession, when long-standing senior faculty are retiring and new faculty are coming through. It is essential that experienced colleagues assist junior faculty members in their pedagogical development, offering mentoring to further the profession. Integration of world music into the curriculum was also underscored.

6. Report for Musicology. A number of varied musicological topics were covered in Richmond, with some overlap with ethnomusicology presentations (a good thing!). This report also emphasized pedagogy, and mentioned possible collaborations with the Music History Pedagogy Study Group of the American Musicological Society (a possible pre-conference, perhaps?).

7. Report for Performance. This report detailed the collaborations with composers for conferences in San Diego and Cambridge. Technological advances in the submission process have been made to facilitate application by ensembles. The large number of adjuncts involved in the organization was discussed - might a sliding scale/adjusted fee structure be offered to help with membership and/or conference costs? Also stressed was the need for greater student involvement, as well as possibilities for collaborations with those in related fields outside of music (art, dance, etc.).

8. Student Council. There has been some restructuring of the Council, with additional faculty members plus student representation from each chapter. The new student presentation session in Richmond was helpful and well received, as was the brown bag lunch with our keynote speaker which drew 30+ students. A number of new student chapters are in the works, and overall there have been commendable advances in this Council’s work.

9. Cultural Inclusion. There was much emphasis on conference presentations, with topics including the navigation of the tenure process and the encouragement of women and minorities to major in areas where they

are underrepresented. We must continue to advocate for inclusiveness in the curriculum and in the music unit. Another question that was raised regarded the percentage of women composers represented on our concerts. Some overlaps with ethnomusicology topics were noted; could the committee's mission be more clearly defined, and what connections should be made between Cultural Inclusion and other committees and organizations?

The breakout group suggests that each committee/advisory council provide a mission statement at the top of each report.

D. Professional Activities [Everett, Koegel, Campbell]

1. Professional Development. The breakout group spoke of various workshops, both during the year and at pre-conference times; the question arose regarding attendance patterns (by subject, location, time of year). The new application process was discussed - is the rolling eight-month cycle working? Future proposal topics might include the pedagogy of music history and access/application of Smithsonian Folkways.

2. Publications

a. CMS Publications Activity. As the *College Music Symposium* goes online, what will happen to library subscriptions? (JSTOR was mentioned.) Could we hire a part-time staff person (working at the National Office or elsewhere) to maintain, update, and surge ahead with other publications (Monographs and Bibliographies, Sourcebooks, Cultural Expressions)?

b. RILM. Supported by scholarly organizations. It was recommended that we continue the \$2000 CMS donation and increase this amount if possible.

3. Conferences

a. International Conferences. This past summer's lively meeting in Seoul was reported by John Robison. Juan Chattah is in charge of the upcoming conference in Buenos Aires, and it was noted that there will be papers and performances in San Diego which look ahead to the next international conference. Commendation to Peter Park for his work on these ventures!

b. National Conference. In Richmond we departed from traditional session groupings. Perhaps there could be continued attention to devoting a room to a theme or topic. It was also recommended that we continue the CMS Twitter activity during conferences.

c. Regional Chapter Conferences. Everett and Park have been working on chapter leadership, and there has been attention to the linking of national, regional, and international conferences.

4. Forums and Dialogues. Wonderful conversations arose from Forums and Dialogues in Richmond; could scheduling be improved? Seaton requested that it be programmed as a plenary session.

5. CMS Summit 2012. This year's collaboration with NAMM was terrific, and there is more to come in the coordination of these two organizations.

6. National Topic for 2011 - Cultural Responses to Economic Challenges. 2012 - ADVOCATE!, 2013 - Inclusivity and Invention.

E. Instructional Technology and Information Services [Conkling, Nemko, Woldu]

The committee is considering up-to-date technologies such as social media as well as the place of these technologies in the music profession. Williams

spoke of the monitoring of Facebook/Twitter and their levels of use; do we have the personnel to update frequently, and should we continue to use these platforms? LinkedIn was also raised as a possibility. This committee's awards process works well and could be replicated by other committees. The group is encouraged to connect with Music Business and Industry regarding digitally recorded archives.

F. Governance

1. Board of Directors - Minutes of the April Meeting in Dallas and the October 2011 Meeting in Richmond [Babiracki, Gottschalk, Boge]. It is important to assess how we are doing as a governing organization. The Quick Starts were great ideas and well addressed the issues of relevancy and the relationship of CMS to other professional societies. The latter point is a long-standing conversation that impacts membership and needs to be revived; Gunstream will forward a pertinent article from the *Symposium* (1961). Other suggestions included a clearer outline of the CMS organizational structure, Board Advisory Committee podcasts, and more conference sessions related to the Trotter lecture. Several options were discussed that have been determined to be cost-prohibitive - health insurance (a Quick Start) and the brown-bag lunch option at the next national conference.

2. Subcommittees of the Board of Directors

a. Executive Committee - Minutes of the May 2011 Meeting in St. Louis [Rees, Hudson, Myers]. Kudos to Maud Hickey for very complete and detailed minutes! It was noted that the Quick Start information in the document would be updated later in this meeting. The concern about securing a female Trotter lecturer was raised, as was the question of how one gets to the CMS podcasts from the homepage (a move to our YouTube channel is forthcoming). Rees suggested that funding requests for our new student prizes be forwarded to the CMS Fund.

b. Report of the Finance Committee [Everett, Koegel, Campbell]. Our finances are in extraordinarily good hands and condition!

G. Membership of The College Music Society [full Board review]

1. Membership Report for 2011: Report, Stats, and Charts. Gunstream provided a synopsis. There has been a decline in membership across the board, in all categories (chapter/area of music/rank), with a greater drop in associate professors noted. There was a great deal of discussion with the following suggestions made: (1) form a new Membership Committee, (2) remind people that CMS helped them get jobs - now give back, (3) bring in new people for various tasks; give them a reason to join, (4) enlist more people for the various advisory committees, (5) start attracting students in their undergraduate years, (6) expand self-publicity opportunities through the MVL, and (7) consider mapping membership differently (rank/status rather than discipline).

2. Minutes of the 2011 Annual Meeting of the Membership. No issues raised.

H. Executive Office [full Board review]

No issues raised. Williams formally expressed appreciation for our fine Executive Office.

VI. Review and Discussion of Activities in Place and Emerging Issues for 2012/2013

A. Membership of The College Music Society: Alternative Membership Category Proposal

The possibility of an alternate category was raised, for instance, one that allows access to online information only. But if a potential member were primarily interested in the MVL, we could possibly lose full members. Other suggestions: membership without MVL/database access, or access determined by how recently an item was posted. These and other ideas will be considered by the new Membership Development Committee.

B. Professional Activities

1. Professional Development - Activities for 2012. The Professional Development application process has been revised (deadline now eight months prior). More pre-conference proposals are forthcoming for San Diego. The University of San Diego is a good potential venue for pre-conference activities, as well as a shared lunch. The suggestion was raised that one fee could allow participants to move between pre-conference presentations; Gunstream suggests asking pre-conference directors for their thoughts on this. Some topics also have potential as webinars, and the technology is in place for this to happen.

2. Conferences

a. Update on Plans for the 55th National Conference

i. Conference Overview. Hudson discussed the Program Committee meeting earlier in the month and the diversity, selectivity of the presentations accepted. The surveys completed by Richmond attendees were strongly considered in the scheduling of sessions and the integration of a number of new networking opportunities. Suggestions included an 8 a.m. session on Thursday recapping the pre-conference activities and a slot devoted to a regional interest topic or performance. On the Sunday following the conference, interested participants will visit the San Diego Zoo and Balboa Park.

ii. CMS-NASM Joint Seminar on Synthesis. An overview of a meeting involving CMS and NASM representatives, held in November 2011 in Scottsdale, Arizona, was provided. After several months spent developing/revising a prospectus and establishing a working group, it was determined that this multi-faceted topic will best be considered from various angles by each organization independently of one another. Generated from a meeting of Past Presidents, a proposal has been presented to NASM that each organization plan its own pre-conference workshop, with CMS members providing faculty perspectives to NASM if requested. CMS will hold its pre-conference workshop on Wednesday as an introduction of the topic to the membership (implications for engagement, artist-citizens, etc). Williams provided a general schedule overview, and will put together a working group to accomplish the pre-conference workshop. There was considerable discussion about the topic and the title.

b. Discussion of Future Summits (Added agenda item). Integrating ideas from Henry Fogel (NASM lecture, 2009) and David Myers (Trotter lecture, 2010), a summit concept for January 2013 has been suggested - Developing the Artist-Citizen (a topic also emphasized by Ben Cameron at our most recent conference). Southern

Methodist University has been suggested as a venue, perhaps linked in with the formation of a new student chapter. Williams will put together a working group. 2013 Summit topic *Moved and Approved* (Campbell/Everett).

3. Student Advisory Council and Student Chapters (see VIII.B.2). Now up to 12 possible chapters.

C. Career Development: Musician's Health Task Force

Wellness Workshops will be presented in San Diego; no further discussion.

D. Engagement Initiatives

1. Election of Director for 2011-2015 for The CMS Fund. The proposal was submitted to elect Ellen R. Flint. *Moved and Approved* (Rees/Gottschalk). Will be notified by Tayloe Harding.

2. International Ambassador Program (see VIII.B.3).

3. Business-Industry and NAMM. It was a very positive experience working with NAMM at the Summit. Attendees enjoyed a wonderful reception sponsored by Yamaha and toured the John Lennon Educational Bus, supplied with equipment for a full video production. (Could the bus be in San Diego?) Williams and Gunstream also chronicled their meeting with 2012 Trotter Lecturer Joe Lamond while in Southern California. Developments: (1) Generation Next program at NAMM show allows 1500 faculty and students to become better acquainted with the products industry. We could partner with this. (2) There was positive feedback from the Summit, which generated interest from manufacturers and retailers. They want to know how they talk to educators. (3) Retailers and manufacturers will list openings in the MVL. Overall, a wonderful relationship is being fostered.

4. Music Entrepreneurship Education Outcomes. This document was spearheaded by Gary Beckman and his committee, generated from their Summit. Seeking approval by the Board. *Moved and Approved* (Everett/Campbell), pending the following suggested amendment to Broad Set - Outcomes for Students: "Students should be familiar with the construction and research necessary to create a standardized business plan." Amendment *Moved and Approved* (Gottschalk/Rees). Additionally, Myers shared concerns that the document seems more like a business than an entrepreneurship model, and the Board wishes to stress that as the committee moves forward, they should remain conscious of the larger issue of the value of music in society. To be included in our feedback: "The Board encourages the committee to continue contextualizing its work within the larger scope of entrepreneurship as it relates to the value of music in society."

5. Imagining America Membership. Following the Summit at Georgia State, several proposals from CMS members (Emmanuel, Taggart, Burton, Wendland, Williams) were accepted for the Imagining America conference in Minneapolis. This is a strong organizational relationship with CMS as we share comparable goals and view engagement as community partnership rather than a university-sponsored/driven association. The Call for Papers is upon us! (April 23rd deadline).

6. Higher Education Advocacy Statement (see VIII.B.1).

E. Governance: Report of the Nominations Committee - will be tomorrow via Skype with Maud Hickey.

VII. Envisioning the Future of The College Music Society (Part 1)

A. Reconceiving CMS Organizational Structure and Operations in Light of the Strategic Plan

This document covers the operational foundation of CMS (corporate/organizational/governance/financial matters, membership development, administrative and technological support) as well as its professional offerings and involvements (outreach to the public, professional activities, content and information, engagement initiatives, career development). Initial change to be made (line 34) - "Outreach to the Public" now "Strategic Partnerships with Stakeholder Organizations and Groups with Common Goals." Williams opened the floor to comments regarding the document: (1) Line 270 - change to "revise" (2) Line 185 - are all methods of information dissemination necessary? In particular, there is little Twitter and Facebook activity. This prompted discussion of the upcoming, more overarching Symposium (rather like the journal and newsletter fused); will this be seen as a less desirable journal? Could ITIS people filter out to work on instructional technology with individual Board areas/advisory committees? (3) Part-time staff members are recommended; are there any full-time possibilities? (This is not financially viable.) Retirees in the Missoula community could lend expertise. (4) It was *Moved and Approved* (Gottschalk/Koegel) that we move ahead with the proposals listed in the document (line 263 - end).

VIII. Envisioning the Future of The College Music Society (Part 2)

(There will be some reordering in the agenda; the amended agenda was *Moved and Approved* (Myers/Rees).

A. Brief Overview of the Strategic Plan and its Goals

The Plan was generated from membership survey results and Board and Committee input, which Cindy Taggart assimilated and the Board brought to fruition.

1. Goal 1: Promote the Society's resources, professional opportunities, and high quality programming to all members more effectively
2. Goal 2: Expand membership (Williams noted that we tend to lose people as they retire.)
3. Goal 3: Promote and enhance collaboration and interdisciplinary approaches as core values of the Society
4. Goal 4: Provide leadership on current issues facing music inside and outside of higher education
5. Goal 5: Raise the quality, profile and visibility of the Society's scholarly publications
6. Goal 6: Strengthen and enhance resources of the Society

B. Review of Progress with the Nine Quick Starts for 2011-2012

1. Develop a statement of the value of music in higher education to share as an advocacy statement. COMPLETED. This document has gone through several stages, with input solicited from various parties and the current version just completed. This will be the basis for this year's Forums and Dialogues discussion. Kudos to Jim Scott, Larry Kaptain and their committees for their involvement. Babiracki expressed her concern that the social value of music is not really addressed; she and Conkling will draft a

paragraph within the next few weeks that addresses this concern. *Moved and Approved* that the statement be approved with this change. (Woldu/Koegel)

2. Continue to expand the number of student chapters and support their growth with CMS resources. WORDING REVISED; MOVED TO 2013 QUICK START LIST. Good progress made; two chapters are officially established (Appalachian State, Delaware), a number of others are in the works, and the Student Chapter Webpage is now operational. Board members are encouraged to initiate student chapters at their schools. How to sell this: direct contact with schools, list of benefits (diverse, supportive, reaches all our students, promotes interdisciplinary connections, range of activities, awards), personal contact from the President, incentives to start a chapter and to join. \$2000 budget set up for incentives, to be used at the discretion of Gene Trantham and Jennifer Snodgrass: *Moved and Approved* (Campbell/Babiracki).

3. Continue to build a CMS ambassador program to establish connections to faculty and tertiary institutions worldwide. WORDING REVISED; MOVED TO 2013 QUICK START LIST. Just getting started; this is an area that is exciting, but needs much work. There is new committee leadership (two new Co-Chairs - Craig Parker and Alexandra Zacharella). A list has been generated of members with strong international ties, emphasizing both Western and World music. The Board is charged with sending additions to this list to Craig Parker.

4. Create awards for interdisciplinary faculty presentations and for student presentations at the National Conference. STUDENT AWARDS COMPLETED. Faun Tiedge was charged with the development of student awards, and her ad hoc committee will carry this out in San Diego. Amended to add "lecture-recital or performance;" this change will be forwarded to Tiedge. *Moved and Approved* (Koegel/Boge)

5. Develop and host at least one webinar on the National Topics for 2011 and 2012. NOT RENEWED AS A QUICK START (provide an example and study/let it emerge as appropriate). A complex topic generating a number of discussion points, including (1) the use of WebEx through the Georgia Tech system, (2) the possibility of webinars based on pre-conference workshops, (3) the role of CMS in publicizing, getting people enrolled, (4) how the concept fits into what we wish to provide for the membership (such as education between conferences).

6. Create a plan for revised publication formats and delivery. PLAN IN PLACE, NOW MUST IMPLEMENT. (See V.D.2.) This will come to fruition in the fall.

7. Redesign the website to improve navigation and make it more visually compelling. IN THE WORKS. Will come to fruition late spring/early summer; Board members got a sneak peek. "CMS Labs" - Board members will be able to view what is being worked on, provide feedback. Staff and involved members commended for their work.

8. Link MVL with Career Services initiatives to alert subscribers to other benefits of CMS membership. NEEDS TO WAIT. Will take place naturally as the new Website unfolds. It has been worked on by Gunstream and staff, and it is to be noted that the advertising of non-academic positions in the MVL will be a substantial step forward.

9. Create a set of RSS CMS news feeds and a CMS App for iOS and Android smartphones and tablets. TO BE COMPLETED BY APRIL DEADLINE. Accomplished by means of a grant with Georgia Tech.

eCoda free app walk-through in both iPhone and iPad (in the works) versions; this will also be accomplished for Android and Android tablets.

C. Continuance of Selected Quick Starts into 2013

See numbers 2 and 3 directly above.

D. Moving Professional Initiatives Forward

1. Corporate - Review of New Logo Possibilities. The current logo dates from 2001, and shows the global orientation of the organization. A new logo has been worked on for the past year. Desired visual representations: CMS, globe, sine waves. Three designers came up with a number of options, which were discussed and voted on. There was a tie for preference; the top two designs will be tweaked.

2. Outreach to the Public - Report of the Meeting of the Past Presidents. Now “Strategic Partnerships with Stakeholder Organizations and Groups with Common Goals.”

3. Content and Information - Appointments of New Editors. The fine leadership of David Woods was recognized. Editor recommendations were presented: Peter Webster, Susan Filler, David Thurmaier, Matthew Shevitz. Acceptance of slate *Moved and Approved* (Gottschalk/Rees).

4. Engagement Initiatives - Review of Management and Strategies for The CMS Fund. A list of Fund officers was provided. Rees reported that we are starting from “square two” following the successful campaign, and she is eager to work with the Board in using our resources. Formalized donor reports will be made available. 100% Board contribution desired (with checks payable to the CMS Fund).

E. Report of the Nominations Committee (Maud Hickey, Janet Sturman, Juan Chattah)

Maud Hickey, Chair, connected via Skype to report nomination recommendations for upcoming Board positions: Treasurer, Board Member for Performance, Board Member for Music Education. Two nominees were chosen for the position of Treasurer, and two nominees plus one alternate chosen for the Performance and Music Education positions.

IX. Putting the Strategic Goals in Motion

A. Breakout Sessions - Quick Starts to be accomplished by April 1, 2013

Starting with the Draft of Quick Start Ideas from the Board, each group must come back with five potential Quick Starts. Will vote as a group, then the Executive Committee will ascertain feasibility. Must reference the Strategic Vision Plan, noting goal and sub-category for each idea. Strive for short, readily accomplished within twelve months. Teams are as follows: Team 1: Everett, Koegel, Gottschalk, Nemko; Team 2: Conkling, Babiracki, Campbell, Woldu; Team 3: Rees, Boge, Myers, Hudson.

B. Reports of the Breakout Sessions and Refinement of Quick Starts

The following Quick Starts were decided upon for 2012-2013:

1. Continue to expand the number of student chapters and support their growth with CMS resources. (from 2012)
2. Continue to build a CMS ambassador program to establish connections to faculty and tertiary institutions worldwide. (from 2012)
3. Pursue mutually beneficial relationships with other professional societies within music and outside of music through a formal program of CMS liaisons and joint activities with CMS.

4. Increase the visibility and prestige of CMS through greater communication with music unit heads and leadership of related organizations regarding our resources and conferences, particularly focusing efforts on publicizing the 2012 National Conference.

5. Identify and engage underrepresented racial and LGBTQ2 populations in the Society's activities. Add an amendment to Goal 2 of the strategic plan to include underrepresented populations of CMS members; propose a Board Member position and charge this representative with collecting strategies for membership and inclusion from other professional societies (e.g., Black Caucus of AMS, Crossroads Project of SEM).

6. In lieu of awards, develop CMS conference programming in order to recognize excellence in collaborative and interdisciplinary faculty scholarship at regional and national levels beginning with two panels set aside for the conference in Boston.

7. Enhance the Society's YouTube channel in terms of content and traffic to better share and communicate the scholarly activities of The Society.

8. Encourage collaboration in research and performance between faculty and their graduate and undergraduate students through professional development activities, Webinars, and conference events.

9. Expand the current CMS mentoring opportunities to provide career mentoring for members at regional conferences and for new or aspiring music administrators.

10. Support the efforts of the CMS Fund to attract additional gifts, donations, and grants to continue to build the assets of the Fund.

C. Possibilities for Action Beyond April 1, 2013

D. Other Action Items

1. National Topic for 2014. Ten possibilities were considered and voted upon; the top choices were:

Confluence: Music, Culture, and Community (winning suggestion)

Transcending Boundaries: Music, Culture, and Community (2nd place)

Confluence: Routes to Interdisciplinarity (3rd place)

2. Future Robert M. Trotter Lectures. For 2013, someone with a regional tie-in would be a good choice; it was also noted that there has not been a female Trotter lecturer for a good while. The following possibilities were raised: Jennifer Higdon (composer), Joan Tower (composer; Myers and Gottschalk potential contacts), Jane Chu (President/CEO Kauffman Center for the Performing Arts; Everett potential contact), Tania Leon (composer, could integrate performance; Nemko potential contact), Mark Volpe (Boston Symphony), Karl Paulnak (Boston Conservatory), Melanie Burnim (Indiana; Campbell potential contact), Deb Wong (UC Riverside, past President of SEM; Campbell potential contact).

3. CMS-ATMI Technology Lectures (David Cope for San Diego): New Procedures and Past Lecture List. Procedures worked well for securing David Cope. A new slate for 2013 will be given to us in San Diego; we will then add names, so please bring possibilities to the San Diego Board meeting.

4. Future Summit Topics (see VI.B.2.b).

5. 2012 Annual Meeting of the Membership, San Diego, California. Rees requested that we add a report of the CMS Fund to the agenda. The Secretary will talk about progress with the Membership Committee (an addition). Also included will be Student Award recipients; can we make sure award recipients are there? (Rees will handle this.)

6. Fall 2012 Meeting of the Board of Directors. To help facilitate members' travel plans, 5:00 p.m.-10:00 p.m. on Sunday (after the touring festivities) was recommended and approved.

X. New Business. None.

XI. Adjournment. The meeting of the CMS Board of Directors was adjourned at 5:05 p.m.

Respectfully submitted,

Terry Lynn Hudson

March 5, 2012