

# THE COLLEGE MUSIC SOCIETY

Meeting of the Board of Directors

February 15-16, 2013

The Adolphus Hotel

Dallas, Texas

–MINUTES–

- I. **Call to Order.** President Campbell called the meeting to order at 8:58 a.m. Present were: Patricia Shehan Campbell (President), David Williams (Immediate Past President), William Everett (Vice President), Laurence Kaptain (Treasurer), Terry Lynn Hudson (Secretary), Art Gottschalk (Board Member for Composition), Cathy Benedict (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), Deborah Nemko (Board Member for Performance), David Myers (At-Large Board Member), and Robby D. Gunstream (Executive Director).
- II. **Welcome by the President.** Campbell welcomed the Board to Dallas from all parts of the country, expressing appreciation for the energy and responsiveness of its members. Also mentioned were the quality of the Executive Office staff and the enthusiasm and diversity of those in the organization. Now is our opportunity to take stock of CMS. We have much to be proud of, such as advances due to the efforts of David Williams, the great success of the San Diego conference, the invigorating 2013 Summit, three years of collaboration with NAMM, and exciting plans to elevate the Symposium. Themes to be discussed this weekend include disciplinarity/interdisciplinarity, globalization, diversity, emphasis on the participatory (music-making, discussion), and the encouragement of liaisons with other organizations. We will also consider current challenges for the organization, including membership, the aging of prominent and loyal CMSers, and the maximization of technology. Introductions were made.
- III. **Approval of the Agenda.** Our time will be split between full-Board discussion and small breakout groups. The Agenda for this meeting was *Moved and Approved* (Williams/Babiracki).
- IV. **Approval of the Minutes of the November 2012 Meeting.** Accepted with no additions or corrections. *Moved and Approved* (Nemko/Williams).
- V. **Review of the Mission Statement of The College Music Society.** This version is greatly condensed from older versions. A number of ideas for improvement were presented, and the issue will be revisited later in the agenda.
- VI. **Review of Activities during 2012.** Instructions were given for breakout groups; each will share highlights, issues, and initiatives of their assigned reports.
  - A. **Membership of The College Music Society** [Babiracki, Everett, Gottschalk, Nemko]
    1. **Membership Report for 2012.** The establishment of a Membership Committee is a positive step. We must work on organizational “branding,”

highlighting what we do best—interdisciplinary initiatives, serving as a coordinating board for all societies, pedagogy, and career services/the MVL. It is also essential to reach out to underserved populations—adjuncts, visiting lecturers, interns, those outside the academy, retirees. Boosting conference attendance will enhance membership; concerns were expressed that the conference fee is too high and that leaders in some fields are not present. The website is greatly improved, and makes us look very diverse and active, but can we prioritize the organization’s most notable highlights and make the MVL and upcoming conference information simpler to find?

**2. Minutes of the 2012 Annual Meeting of the Membership.** This document is clear and complete.

## **B. Review of Career Development [Benedict, Koegel, Williams, Woldu]**

**1. Academic Careers.** The report reinforces the importance of online and in-person mentoring; there is a continuing need for more mentors in both programs. Committee-sponsored presentations in San Diego were well received.

**2. Careers Outside the Academy.** There appears to be a good bit of overlap with the Entrepreneurship Education Committee (#4 below). Should we revisit the functions of the two, possibly combining their efforts?

**3. Academic Leadership and Administration.** Collaborative efforts within various areas of Career Development were observed and applauded. In particular, this committee’s continued work with Academic Careers had fine results.

**4. Entrepreneurship Education.** Has become dormant, no report.

**5. Academic Citizenship.** Again, there is a great sense of interaction between Career Development committees. A beautifully written report!

**6. Musician’s Health Task Force.** The group’s global view of the topic is to be commended—they address a large range of what is considered “health.”

### ***General Comments:***

Missing from the reports is the aspect of cultural inclusion. The request for committee mission statements should be reinforced, as these will help guide discussion and confirm the distinct function of each group.

## **C. Engagement and Outreach [Boge, Hudson, Kaptain, Myers]**

**1. Higher Education.** Now under new leadership. With the rise of travel expenses and the collapse of AAHE, the committee’s focus has shifted to ensuring a vital presence at CMS national conferences. Could CMS fund a committee member’s travel or fees for another related meeting?

**2. Music Business-Industry.** The NAMM collaboration continues to be fruitful, and future joint efforts include NAMM listings in the MVL and a joint conference. It is important to promote the value of entrepreneurship for *all* music students.

**3. Community Engagement.** Natural coordination can occur between this area and Music Entrepreneurship, Business-Industry. Some exciting things are happening in the field—awards for engagement work and the Imagining America collaboration, for instance. Will there be a return of a national-level engagement program? It was noted that committee efforts seem wide-ranging and diffuse; greater focus may bring more visible and cohesive results.

**4. International Initiatives.** The Ambassador program continues to sign on participants, with a more formal online directory to be developed later on. The International Perspectives Concert in San Diego was very successful; could this

be an annual event? Sweden and Finland are being explored for the 2015 International Conference, and it was underscored that these events do much to encourage meaningful interactions with those from the host site.

**5. Strategic Partnerships and Alliances: CMS Summit 2013.** An amazing program! It really could have been advertised as an inclusive performing arts summit, drawing in musicians and non-musicians alike.

**6. The CMS Fund.** In 2012, 55 donors contributed \$5690 to The Fund. The CMS Fund Board met in April 2012, and their report highlights the solid progress made on annual goals.

#### **D. Advisory Councils** [Babiracki, Boge, Everett]

**1. At Large.** Kudos on how well this is being developed. Myers (in collaboration with the Cultural Inclusion and Academic Citizenship Committees) is taking the lead in moving forward Quick Start #5: *Develop a programmatic emphasis within the Society to enhance awareness of underrepresented racial and LGBTQ2 populations through scholarship and professional activities.*

**2. Composition.** This group's contributions to past and future conferences are significant. The composition concerts in San Diego were well attended and of very high quality, and review of scores for Cambridge has already taken place.

**3. Ethnomusicology.** This report chronicles the strong world music/ethnomusicology presence at the San Diego event, and defines six goals for moving forward (including issues of conference participation and Web visibility, collaboration with SEM, and Advisory Council logistics).

**4. Music Education.** No report submitted.

**5. Music in General Studies.** MGS forums presented at national conferences have been vibrant and very current. Increased involvement is desired, both in Advisory Council participation and member feedback.

**6. Music Theory.** Since SMT meets (in a different location) the same weekend as CMS, plans are being made to interact via Skype with members of the SMT Pedagogy Interest Group, a fine idea in terms of collaboration and membership-building. Also discussed was the need to highlight recent work in the fields of Music Cognition and Music Theory Pedagogy.

**7. Musicology.** Pedagogy was emphasized in this report as well, with a relevant pre-conference workshop in development. Efforts are being made to coordinate with the Music History Pedagogy Study Group of AMS, which would have benefits for both organizations.

**8. Performance.** The prescreened ensembles did a terrific job of presenting the works of member composers in San Diego, and another strong slate of ensembles is in place for Cambridge. The importance of interdisciplinary connections between performance and other areas was underscored here.

**9. Student Council.** A great report, complete with photos! The "How CMS has helped me" quotes were wonderful to read and could be used in our publicity and online materials.

**10. Cultural Inclusion.** Past and proposed conference proposals were covered, and a request made for Board representation.

#### **General Comments:**

Continuity and ease of operations was a primary topic of discussion. There should be a more formalized way to pass on information from one Board member to the next, and suggestions include having the outgoing Board member automatically serve on the Advisory Council of the new Board member and holding an "orientation" meeting of the incoming/outgoing representatives.

Could there be printed guidelines (and a template) for writing annual reports? Board members are encouraged to use technology to facilitate meetings of their Advisory Committees.

**E. Professional Activities** [Gottschalk, Hudson, Myers, Nemko]

**1. Professional Development.** The rolling deadline process proved difficult to manage, and a concrete deadline is now established for 2013. Low numbers plagued some of the pre-conference workshops in San Diego, and there were some programs cancelled; might it be wise to limit how many we offer? Can these be better promoted? Of broader interest?

**2. Conferences**

**a. International Conference.** Program chair Juan Chattah has provided a very appealing outline of activities for Argentina.

**b. National Conference.** Was very well constructed and well received. And in a magnificent location!

**c. Seminar on Synthesis.** Efforts for joint work on the topic with NASM were modified, in part, because NASM views this as something necessarily quantifiable, with CMS focusing more on the process. We must intentionally provide opportunities (capstone events, spaces within the curriculum) for students to engage in synthesis.

**d. Regional Chapter Conferences.** There are varying levels of success and participation from region to region. A new regional conference model to be proposed; see VIII.D.4.

**3. Forums and Dialogues.** There was some confusion expressed on the exact definition and intention of a forum. Could we rename the conference version, and perhaps blend this with the Fishbowl Discussion in some way?

**F. College Music Symposium** [Benedict, Kaptain, Koegel, Woldu]

We are now in a great position to shape this updated publication model. Some felt that the final statement in this report (“premier resource of professional information”) is overly lofty. Is there too much going on, making it more a magazine than a journal (albeit a refereed one)? Articles must be foregrounded; otherwise it is difficult to sense the hierarchy. The Symposium need not duplicate what is elsewhere on the CMS website. Ideas for consideration: Invite scholarly heavyweights to contribute. Develop a theme for each issue, particularly echoing those ideas central to the work of CMS. MTNA publishes both print and online journals; would dual formats be advantageous to us?

**G. Books & Monographs** [Myers, Williams, Woldu]

This is the print component that remains of our publications, although we are also considering an e-book format. It is now separate from Pendragon Press. Members are welcome to submit, and some manuscripts are solicited; in either case, mature scholarship is required. Cultural diversity is emphasized. What is the financial goal—to break even or to make money? (Yes to the latter!) A discount is offered to CMS members.

**H. Instructional Technology and Information Services** [Boge, Gottschalk, Everett]

Many ideas have been presented in the areas of **New and Emerging Technologies** and **Instructional Technologies**. It is key to have clear goals in mind (such as ease of teaching, ease of access) for the use of technology. How can reluctant faculty be convinced of technology’s value and trained to take

advantage of what is current? (Reverse mentoring, in which students assist faculty, could be a productive approach.) Some suggestions for application are geotagging (using GPS to create a map of the world and place videos of what is happening in various locations) and discussion forums.

## **I. Governance** [Benedict, Hudson, Koegel]

### **1. Board of Directors–Minutes of the February and November 2012**

**Meetings.** Many excellent ideas came out of these meetings! No issues raised.

### **2. Subcommittees of the Board of Directors**

**a. Executive Committee–Minutes of the April 2012 Meeting.** The Committee is charged with determining feasibility and moving forward those ideas generated at the meeting of the Board. Among other things, the Quick Starts were major areas of exploration at this meeting.

**b. Report of the Finance Committee.** Organizational finances are stable and in very good hands.

### **3. Report of the Nominations Committee** [Cynthia Taggart via FaceTime]

The Nominations Committee consists of Cynthia Taggart (Chair), Barbara Bowker, Susan Piagentini, Todd Sullivan, and Keith Ward. In determining nominees for the Executive Committee, they looked for extremely involved and knowledgeable CMS members. For the disciplinary positions, those particularly active in their fields rose to the top of the list. Taggart reinforced the need to develop and nurture new leaders in the organization. Nominations were reported for the following positions: President, Vice President, Board Member for Ethnomusicology, Board Member for Musicology, Board Member for Music Theory. Two nominees were selected for the President (confirmed Boge/Babiracki), Vice President (confirmed Myers/Boge), Musicology (confirmed Williams/Nemko), and Music Theory (confirmed Boge/Myers) positions; all of these nominees have agreed to run. Ethnomusicology was a challenging slate, which underscores the need to get more ethnomusicologists involved; one nominee was selected (confirmed Boge/Kaptain), and three others will be contacted and decided upon by the Nominations Committee.

#### ***General Comments:***

Our current governance structure is working very well for us, as is the timing of Board, Executive Committee, and Finance Committee meetings throughout the year. Could certain Board term years be adjusted–staggering the Musicology, Ethnomusicology, and Music Theory terms, for instance? Another suggestion is to invite those considered, but not nominated for Board positions to serve on Advisory Boards.

## **J. Executive Office** [Babiracki, Kaptain, Nemko]

**1. Report of the Executive Director.** Robby Gunstream continues to earn rave reviews. The plan to update various handbooks is most welcome, and Gunstream also announced the future launch of Board.music.org. It was suggested that an internship in the Executive Office be created to facilitate CMS activity on Facebook, Twitter, and YouTube.

## **VII. Strategic Initiatives: Brief Overview of the Strategic Plan and its Goals**

### **A. Review of Strategic Vision Plan 2016**

Campbell provided a quick review of the document layout and the six primary goals stated. All goals are intertwined and essential to what we do and achieve as

an organization—a sign of success. Still in progress: expanding membership (a priority) and instigating new conference presentation formats (call and response, “speed research” presentations). The concern was raised that public perception of the scholarly level of CMS is not always strong, and that the view persists that we emphasize pedagogy over research and scholarship (although all are integral). On the other hand, the lower acceptance rate for San Diego was noted, which led to a higher caliber of presentations. We must better control our messaging/branding!

#### **B. Review of Quick Starts for 2011-2012**

- 1. Develop a statement of the value of music in higher education to share as an advocacy statement.** Completed.
- 2. Create at least twelve new student chapters.** In progress.
- 3. Create a CMS diplomat program to build connections to faculty and institutions worldwide.** Has been started.
- 4. Create awards for interdisciplinary faculty presentations and for student presentations at the National Conference.** Student awards component completed; contest guidelines should be posted on the website.
- 5. Develop and host at least one webinar on the National Topics for 2011 and 2012.** 2012 webinar completed and successful.
- 6. Create a plan for revised publication formats and delivery.** Completed.
- 7. Redesign the website to improve navigation and make it more visually compelling.** Completed; keep tweaking to highlight the most essential information and resources.
- 8. Link the MVL with Career Services initiatives to alert subscribers to other benefits of CMS membership.** In the plans.
- 9. Create CMS RSS news feeds and a CMS App for iOS and Android smartphones and tablets.** Completed.

#### **C. Review of Quick Starts for 2012-2013**

- 1. Continue to expand the number of student chapters and support their growth with CMS resources.** Renewed and continuing.
- 2. Continue to build a CMS ambassador program to establish connections to faculty and tertiary institutions worldwide.** Renewed and continuing.
- 3. Develop a network of liaisons, one for each CMS committee, to pursue strategic partnerships, alliances, and mutually beneficial relationships with selected professional music societies.** In progress; to be returned to later in the agenda.
- 4. Increase the visibility and prestige of the Society through communication with music administrators regarding CMS events, resources, and a newly developed package of services.** In progress, with the Academic Leadership Committee heavily involved in the initiative.
- 5. Develop a programmatic emphasis within the Society to enhance awareness of underrepresented racial and LGBTQ2 populations through scholarship and professional activities.** Working on this, but moving slowly. There has been little response from queries to Cultural Inclusion, which has made it difficult to move forward. (Regarding Cultural Inclusion, are their activities and goals in line with this Quick Start? Might a name change express what they do more effectively? Is there frustration that there is no dedicated Board position, although the At-Large position is intended to represent their concerns?)

- 6. Develop a program to recognize excellence in collaborative and interdisciplinary faculty scholarship at regional and national levels.** Those involved met in the fall via Skype, and assembled plans to present to the Board.
- 7. Enhance the Society's YouTube channel in terms of content and traffic to better share and communicate the wide spectrum of activities of The Society.** Getting there. There is much footage from San Diego to work with, and these videos should be posted this spring.
- 8. Expand the current CMS mentoring opportunities for members at regional conferences and for new or aspiring music administrators.** There are strong programs in place at the national level, and the administration programs in San Diego were successful. Other useful areas to address: how to review a paper, how to conduct oneself in a faculty meeting, professional development throughout a career (a pre-conference workshop), a handbook for new faculty members.
- 9. Support the efforts of The CMS Fund to attract additional gifts, donations, and grants to continue to build the assets of The Fund, and work with The Fund to identify key areas of need for the Society.** Areas of need still to be determined. The Fund flyer has been prepared and is lovely. Fundraising ideas: Can we have another named capital campaign, with a deadline? A matching fund program?

## VIII. Review and Discussion of Activities in Place for 2013 and Beyond

### A. Membership

**1. New Membership Committee.** Hudson reported on the newly established Membership Committee, and following up on item VI.A.1, further suggestions for membership recruitment were solicited from the Board (to be compiled and sent to Executive Director Gunstream, then to the Committee for further consideration). Much of what we are doing already works well—for instance, our renewal rates are some of the best in the field, and we receive many responses from the tear-off posters we distribute to institutions. How can we better serve those at all stages of the professional spectrum, attract additional populations (those in music fundraising, admissions, scheduling, other arts) and better use as a resource our current members?

**2. 2013 Annual Meeting of the Membership, Cambridge, Massachusetts.** The Saturday 8:00 a.m. scheduling in San Diego worked well and encouraged greater attendance. Could there be a brief musical performance at the meeting? A report of regional chapter activities from the Vice President is to be added to the agenda, as well as a complete list of awards. Agenda approved with the stated additions.

### B. Engagement and Outreach

**1. Strategic Partnerships and Alliances: CMS-NAMM Efforts for 2014.** The collaboration continues to be strong and mutually beneficial. NAMM is very open to the joint conference concept, and the dates have been set. The event will introduce some of our organizational concerns and themes to the NAMM community and foster dialogue between attendees. To whom is this targeted? There were some issues with the title “Preparing Today’s Students for Teaching and Service”: instead, *Preparing Musicians for Engaged Citizenship?* *Empowering Musicians for Success?* *Innovation and Exploration in Music?*

**2. Strategic Partnerships and Alliances: Liaisons with Colleague Organizations.** What is intended by “liaison,” and what are the goals for this program? Desired interactions include one-on-one meetings, invitations to submit to our conferences, links to CMS on other organizational webpages (and vice versa; will be present once Symposium is up), casual get-togethers of “special interest groups.” A good number of liaisons have been proposed, and we should continue to work with our Advisory Councils on this initiative.

**3. International Ambassadors.** What exactly does this entail? “Nation” files are in development, providing information about music, recordings, artistic centers, and educational institutions. Files prepared by Mapana and Campbell (Tanzania) and Everett (Croatia) can serve as models. New ambassadorships coming out of this meeting: Babiracki (India), Myers (Iceland, Finland, the Netherlands, and Sweden).

### C. Advisory Councils

**1. Student Chapters.** Board members are encouraged to develop chapters at their home institutions. Can the students be virtual engagers if travel is an issue?

**2. Cultural Inclusion.** Myers will be communicating with the chair of that committee, and a general call will be sent to SEM to ensure diversity. Data across the association must be explored—where are the significant issues? What does this committee need to tackle? How does this concept impact promotion and tenure? Where are the “minority groups” at our events? We must foster a sense of community by planning receptions at conferences, providing travel grants for students. It would also be helpful to study how other societies handle the issue.

### D. Professional Activities

**1. Professional Development Activities for 2013.** At the time of their report, the Professional Development Committee had approved one proposal for 2013 (National Cello Institute/Feldenkrais for Musicians) and endorsed two others (Perspectives on “The Magic Flute” and The Savvy Musician in ACTION: An Experiential Retreat for Developing Music Entrepreneurs & Leaders). The deadline for pre-conference workshops in Cambridge is March 1<sup>st</sup>.

**2. International Conferences.** All are invited to the Argentina conference. Participants are especially encouraged to interject some phrases in Spanish (with PowerPoint translation), and/or to provide abstracts in several languages.

**3. National Conference**

- a. CMS National Conference Prospectus.** Should there be a modification to the Call for Lightning Talks, as the intent and timing are quite unique to the format?
- b. 2013 Cambridge.** Nemko reported that a dynamic meeting of the Program Committee was held earlier this month. The goal was to involve as many as possible on the program, and in general just one proposal from each individual was accepted. There will be a broad range of performances presented. The hotel is a bit isolated; logistics (lunch made available, shuttle, etc.) will need to be planned well.
- c. Future National Conference Sites.** Evanston is now confirmed for 2015. Looking ahead to 2017 (slated for the South Central region), Austin has proven problematic with hotels; how about Dallas, Fort Worth, or Houston? 2018—“Wild Card”—Hawaii and Newport suggested. 2019—Southern—Baton Rouge or New Orleans.

**d. Review of the Mission Statement for the Robert M. Trotter Lecture.** The intention is to open up the Trotter slot to performers, or develop a new (additional) plenary session for performers. Both would be fine evolutions, with views presented on which would be best.

**e. Future Robert M. Trotter Lectures.** Possibilities suggested—Nick Spitzer (host of “American Routes”), Eric Booth, Tania Leon, Jose Antonio Bowen (“Teaching Naked”).

**f. 2013 CMS-ATMI Tech Lecture; Future Lectures.** Mitch Resnick (MIT, Lifelong Kindergarten Group) will give the CMS-ATMI Lecture in 2013.

**4. Regional Chapter Conferences.** The Pacific Northwest Chapter needs attention, as does the Pacific Southwest Chapter (which will not have a conference and requires reorganization). An alternate year conference model is being considered: in odd years, chapters would have the option of not holding a meeting, or to sponsor an alternate event (webinar or workshop with another society, for instance).

**5. Forums and Dialogues.** Because of the greatly increased opportunities and formats for dialogue at the national conference, Forums and Dialogues will be discontinued. Could we build the practice of offering webinars around the national topic instead?

**6. 2015 National Topic.** In Evanston, 50 Years of Comprehensive Musicianship will be celebrated. National Topic decided upon: “Sustainability” (*Moved and Approved*, Williams/Babiracki). 2016 also discussed (“Handmaking America,” “Do it Yourself”).

**7. Further Work on Synthesis.** Tom Tunks, who did a great job moderating the roundtable, has collected post-conference thoughts on the topic. This work aligns with recent discussions of the artist-citizen and community engagement. The Board endorses continued study; should an *ad hoc* committee be established? Also observed were strong ties to IX.A. below (the undergraduate music major); should efforts be blended?

## **E. College Music Symposium**

**1. Proposal for a New Component: Audio Performance Archive.** Performer members would submit their work for inclusion in a peer-reviewed performance archive. (Could there also be a review of the recording/engineering/technology aspect?) Although the document suggests that all Board areas are represented on the Review Board, more than one Performance representative is needed and appropriate.

## **F. Instructional Technology and Information Services**

**1. Webinars.** Gunstream recommends “webinars on steroids”—the technology is in place to embrace and use wholeheartedly! Support/training/instructions are needed for the uninitiated, and will be provided. Content/topics should be in synch with what is currently being highlighted in the organization.

## **G. Governance**

**1. Fall 2013 Meeting of the Board of Directors.** Set for Sunday, November 3<sup>rd</sup>, will conclude by noon to allow for travel.

## **IX. Discussion of New Ideas and Emerging Issues for 2013 and 2014**

### **A. Task Force on the Undergraduate Music Major**

Campbell, in collaboration with David Myers (who will serve as Chair), is establishing a task force that will take a renewed look at innovative ways of teaching core undergraduate music courses. An ideal curriculum (“the new core”) will be reflected upon, with the goal of generating principles to be disseminated to the CMS membership and to affiliate groups. Strategic National Arts Alumni Project (SNAAP) data could be very useful, and the “Three Million Stories: Understanding the Lives and Careers of America’s Arts Graduates” conference (Vanderbilt, March 2013) received special mention. How does this relate to current reflections on synthesis?

### **B. International Extensions: Ambassadorial Reaches across the Globe**

An organizational priority. See VIII.B.2.

### **C. Disciplinary and Interdisciplinary Workings**

One of the most vital characteristics of CMS is that we are disciplinary in what we bring to the table, yet interdisciplinary as a whole. CMS members should be encouraged to share the efforts of their disciplines and specializations, whether in the academic areas, in performance, or in composition. Conference content reflects both disciplinary and interdisciplinary emphases well, and current Quick Start #6 will establish a scholarly award for interdisciplinary efforts.

### **D. Participatory Musicking**

An increasing component of our work; there are various formats in use to facilitate this. In Cambridge, we will experience "Honk" and a New England contra dance, two fine examples of participatory musicking.

### **E. CMS-Latin American Connections**

National conferences in Santa Fe and Texas put us in an excellent place to experience and collaborate with the Latin American community.

### **F. Globalizing through Language (and Music)**

Multiple languages (with appropriate translations) are encouraged in presentations and abstracts. Even a few phrases spoken in another language can create a valuable connection to our multicultural colleagues.

### **G. In Tribute to the Local-Regional**

We must fully recognize the value of our host sites and strive to become part of the communities we visit.

### **H. Call-and-Response: In Person, In Print, On Screen.**

New and vibrant forms of dialogue continue to be utilized. A “Why Music” Summit/think tank was suggested, one that combines aspects of the neurological, anthropological, and musical.

### **I. The CMS Fund**

The Board is charged with developing a list of funding priorities; a three-year award fundraising campaign was one possibility raised.

## X. **Envisioning the Future of The College Music Society - Initiatives for 2014 and Beyond**

### A. **Brainstorming via Breakout Groups**

#### 1. **“Wouldn’t it Be Nice...”** [Boge, Myers, Nemko]

- \*If all committees were charged with ensuring that their memberships were diverse, and inclusiveness were a transparent and permeating core value of CMS;
- \*If we all took time to communicate to others what our own areas do (e.g., world music does not equal ethnomusicology) and if members representing different disciplines presented around a unifying theme;
- \*If we had a hybrid model in which dialogue among attendees were a central component of presentations/sessions;
- \*If CMS were perceived as an essential membership organization for all higher music education professionals because we play a supportive role (beyond the MVL and conferences) throughout members’ careers;
- \*If CMS were widely recognized as a (the) premier leadership organization for music in higher education;
- \*If CMS had endowed awards devoted to supporting members in various stages of their careers, such as scholarship, performance, creative activity, lifetime achievement;
- \*If CMS could catalyze ways, perhaps through The CMS Fund, to offer financial support for underrepresented communities, new faculty, and others (emeriti);
- \*If CMS established systematic and developmental mentoring for new faculty, such as seminars, learning communities, etc.;
- \*If mentoring sessions at conferences were followed up through continuing relationships between mentees and mentors;
- \*If our membership not only increased this year, but surpassed its previous highest level;
- \*If CMS were the change agent in assuring the relevance of higher education to the future of music and musicians in society;
- \*If CMS were to hold more meetings in which our sister organizations were active collaborators, such as Chamber Music America, League of American Orchestras, SMTE, etc.;
- \*If CMS celebrated diverse musical expressions and their place in human experience;
- \*If CMS were an organization seen as essential for undergraduates to join.

#### 2. **International Conferences and Global Issues** [Babiracki, Everett, Williams]

How can we better describe the International Conference experience to members? We might consider written or YouTube testimonials (“what it did for me” accounts) as one option. There are many good reasons to participate: understanding our international students and colleagues, learning about the music of other cultures, total immersion, connections with those of similar interests, experiencing people/presentations/performances not available in the U.S., an educational vacation! The international conferences carry a high cost at first view, but participants get much for the money. It is still advisable to consider if costs can be tempered (day rate, sessions without excursions).

#### 3. **Creative Ways of Using WebEx** [Benedict, Hudson, Kaptain]

This is an attractive tool, and one that was used to good effect for various meetings and the one-hour Advocacy Webinar. Might shorter webinars be preferable (easier for participants to schedule), and could these be offered in a series? How about a regular, specified time so members know when to expect

these events, with a few sessions offered on a single topic? How can we publicize our webinars? Can these better involve students and provide a valuable incentive for non-members to join? Since not everyone is equally tech-savvy, the CMS Executive Office will need to be integral to the technological setups. Possible programs: timely “hot topic” debates, professional development series, bringing ambassadors together and highlighting their work, a monthly “book club,” challenges in music education, continued focus on the national topic, performance issues (performance practice, instrument-specific). This study group plans to “eavesdrop” on selected Chronicle webinars in the coming weeks.

#### **4. Mission Statement** [Campbell, Koegel, Woldu]

The study group arrived at the following draft, to be considered by the Board in the coming months and confirmed or further modified next fall:

*The College Music Society is a consortium of university, conservatory, college, and independent musicians and scholars interested in all disciplines of music and music teaching. The Society provides leadership and serves as an agent of change by addressing concerns facing music in higher education.*

### **B. Drafts of Communiqués to Advisory Committees and Membership**

Points to consider when making contact with current and potential members:

\*How are Advisory Committee members active in liaison groups? Could we invite sister organizations to the conference, and would a reciprocal conference fee waiver be possible? We could make special mention of liaisons in attendance at the annual meeting.

\*Is there someone in your specialization that could be nominated to the Symposium Editorial Board? Can articles be jointly written with those prominent in the field?

\*Do you/can you include a student representative on your committee?

### **C. Discussion by the Board of Directors**

**1. Student Awards.** Building on the program initiated at the San Diego conference, it was determined that we will establish prestigious named awards, get them endowed, and formalize the group(s) to review. We also should add a performance award to the current program, and how about awards for Symposium contributions? The Pisk (AMS) and Seeger (SEM) Student Awards can serve as models. Additionally, can we offer student travel awards to encourage participation in the annual conference?

### **D. Strategic Initiatives for 2013-2014**

Many excellent ideas have been presented at this meeting from which to formulate our list of initiatives! A draft will be prepared by President Campbell for Board consideration.

**XI. New Business.** None.

**XII. Adjournment.** The meeting of the CMS Board of Directors was adjourned at 5:02 p.m.

Respectfully submitted,

Terry Lynn Hudson  
February 23, 2013