



Meeting of the Board of Directors

November 2, 2014

Board Room
Ritz-Carlton Hotel
St. Louis, Missouri

– MINUTES –

I. Call to Order. President Campbell called the meeting to order at 8:31 a.m.

Present were: Patricia Shehan Campbell (President), Betty Anne Younker (President-Elect), Laurence Kaptain (Treasurer), Terry Lynn Hudson (Secretary), Cathy Benedict (Board Member for Music Education), Craig Parker (Board Member for Musicology), Juan Chattah (Board Member for Music Theory), Sharon Graf (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. On this final day of a very fine conference, it is to be noted that the roar of activity is a testament to a quality organization. It has been a good year for CMS, as we are holding steady on membership, bouncing back financially, bringing in major figures, connecting with pedagogy groups, and getting the word out regarding who we are and what we do. In our meeting today, we must stay on task with the business of the Society. We will employ parliamentary procedure, but all may join in and speak.

III. Approval of the Agenda. The Agenda for this meeting was *Moved and Approved* (Myers/Kaptain).

IV. Approval of the Minutes of the Meetings of the Board of Directors

A. In-Person Meeting, November 3, 2013. Accepted with no additions or corrections. *Moved and Approved* (Myers/Nemko).

B. Virtual Review Sessions, March 2014. Accepted with no additions or corrections. *Moved and Approved* (Myers/Kaptain).

V. Executive Director Succession

A. The Challenge. Executive Director Gunstream confirmed that he would be retiring, and a solid plan must be put in place for this major transition. This is a good opportunity to both reflect and look ahead, as the Executive Director role has been shaped and developed with Gunstream in it. Thanks to him and to President-Elect Younker for their care in assembling a transition document.

B. Consideration of the Plan

1. The outlined plan would entail installation of a Blueprint Committee in 2015, completion of a search in 2016, and work with the successor in 2017.
2. Should we involve a search firm (pro bono) to provide input on our process and hone the job description?
3. It is important to reach out to those who might not apply.
4. Purpose of the Blueprint Committee: to take stock (what is the organizational mission, what are the needs of the profession) and establish a Search Committee (not necessarily exclusive from the Blueprint Committee). A potential Blueprint Committee roster was discussed, considering those with strong CMS histories, leadership roles, from all career phases, representing various committees.
5. The importance of the Board's role in determining Society needs was also stressed.

VI. Report of the Nominations Committee. Report given by Chair Tayloe Harding, who provided input on the process: ongoing nominations were accepted from the Board and the membership, with a committee of three (Harding, Robert Werner, Karen Bryan) developing a proposed slate. Online elections will be held in March/April. Candidates for the following offices were discussed and approved: President-Elect, Treasurer, Board Member for Music Education, Board Member for Performance, At-Large Board Member.

VII. The Management Strategy of The College Music Society

A. CMS's Organizational Framework. Involves the need for strategic focus (mission statement); the need for clarity of drive (to meet professional needs of musicians, particularly those in higher education); the need for a strategic vision for change ("From-To" chart used in roundtables—what does CMS want to be, and how should CMS get there? The first question is strategic, the second is operational); and the need for congruence between strategic vision and operations. The Board is responsible for strategic planning; the Executive Office, Executive Committee and operations committees (Membership, Finance, New and Emerging Technologies) for operational issues.

B. The Problem. In the last three years, the strategic vision and operations roles have been muddled; consequences for CMS have included our recent financial challenges. Comparable difficulties experienced by various organizations of similar size and scope were reviewed and discussed.

C. How to Rebound. We must recommit to the successful model used in the past. Specifically:

1. Refurbish the house divided: reaffirm core values and services
2. Let go of the billion dollar diversions and distractions
3. Consider the CMS and Change Statement as a new point of departure
4. Provide adequate orientation/training for new Board members
5. Look back at successful plans as models for the future
6. Face squarely the no-growth model and its implications for the future of the Society
7. Fold the Strategic Plan 2016 into the work of the Blueprint Committee in 2015

VIII. The CMS Fund. We currently employ a series of small campaigns to fulfill requests for funding. 100% Board and committee chair contributions really should be expected. Is there a

way to allow for targeted funds so donors can contribute specifically? Should there be a “please contribute” spiel at the annual meeting of the membership? How about a monthly deduction possibility? Engagement of our membership is more important than the dollar amount.

IX. Clarifications: Board Member Contributions and Opportunities. Omitted from the agenda.

X. Report of the Treasurer. Treasurer Kaptain regards this year’s turnaround as “miraculous,” as our financial health is now solid. Budgetary spending was considered line-by-line in order to restore the organization’s secure financial footing. Budget matters are relevant to human resources issues, yet austerity need not only be felt in the Executive Office. Can Board members be supplied with a more detailed budget breakdown (for knowledge, not for interference)? As a money-saving measure, the suggestion was made that preconference workshops with low numbers be canceled, but with care to provide sufficient lead time. Acceptance of this report *Moved and Approved* (Hudson/Graf), with the request that there be greater detail provided in the future.

XI. Consideration of the CMS National Topic. Ideas: Synthesis and Embodiment, Critical Literacy, Traditions and Transformation, Intersection: Tradition and Transformation (may be depicted graphically), Integrating Tradition and Transformation. Conclusion: *Transformation* is the topic for 2016.

XII. CMS Professional Initiatives

A. Report of the Roundtable on CMS Professional Initiatives. Evolutions in conference programming and professional activities were discussed, with a wider range of welcome in calls and representation on Program Committees noted. We also see positive advances in our involvement with Generation Next and our expansion of Books and Monographs. Increased opportunities for more interactive concerts, joint regional conferences with other organizations, and streaming of events were encouraged.

B. Current Action Items

1. National Conference

a. Locations. Nashville (2018), New Orleans (2019)

b. Future National Conference Program Chairs. Brenda Romero (2016), Donna Emmanuel (2017)

c. Refinement to the National Conference Prospectus—Committee on CMS Internal Initiatives. To be established and tasked with making programming recommendations and serving in an advisory capacity rather than mandating content. This must be spelled out clearly (Number 1: add “up to ___ percent.”) We must remain “mindful to ensure that a healthy majority of presentations represent submissions from the general membership.” We will try this for 2015 with noted modifications.

d. Refinement to the National Conference Prospectus—Program Committee Selection Process. Establish an online nomination process (including self-nomination); President still appoints. Maintain a database of nominees. The suggestion was made to include a “how are you willing to serve” question when renewing. *Approved* by consensus.

e. Robert M. Trotter Lecture—Potential Speakers. Daniel Sheehy for next year (ethnomusicologist). Other possibilities: Deborah Rutter, Wynton Marsalis, Marin Alsop, Gustavo Dudamel

f. Plenary Performance Consideration. Fee should be on par with those for the Trotter Lecture and ATMI keynote (covering transportation, lodging, plus \$750). Rather than holding a separate event, should the master pedagogue be combined with a performance, should it rotate with the Trotter, or could the Trotter be both a speaker and a performer? Rewrite the mission statement for the Trotter "lecture."

2. International Conferences: Sites for 2017 and 2019. There are proposals on the table for outings to Cuba (following an exploratory visit) and Australia. The International Initiatives Committee vote favors Australia as an International Conference location and Cuba as a Professional Development event; is it too early to commit, or should we sign on for just 2017? The concern was expressed that back-to-back years would strain our personnel resources. Go back to IIC with this concern, asking them to make a choice or initiate feasibility studies; read proposals and shelve decision until December 1.

3. Subtitle for *College Music Symposium*. **Now** *College Music Symposium: Exploring Diverse Perspectives*. Approved by consensus.

4. New Initiatives in Books & Monographs. Proposed changes (elaborated upon in handout) look positive, and are to be put in place in the early part of 2015.

XIII. CMS Career Development and Engagement Initiatives

A. Report of the Roundtable on Career Development and Engagement Initiatives.

We must provide value for our members and make them feel valued. Some ideas to provide greater value were to better publicize mentoring opportunities and other career services offered by the organization, abstract what we do for non-musicians (countering inadequate evaluation trends such as Academic Analytics), and fix the Website to assure that information is current and easy to find. In order to reinforce the importance of all contributions to the Society, the group suggested that efforts to foster inclusivity and a wide participation base in programming and leadership be continued and broadened, that reports from individual chapters be given at annual meetings, and that officers and Board members be seen as in service to (rather than in control of) the Society.

B. Current Action Items

1. CMS 2014 Summit on Music Sciences and Society—Report and Initiative. Report from the Seattle Summit, with reference to the wonderful follow-up video.
2. CMS Initiative on Latin American Music and Musicians (specifically); International Initiatives (more generally). Committee work has been much expanded; should all of the current activities be under their domain? Continue to expand webinars (which have grown significantly), with each term focusing on a different region.
3. CMS Initiative on Growing a Presence of Historically Underrepresented Populations. The first travel award was presented this year at the Annual Meeting of the Membership.
4. Task Force on the Undergraduate Music Major. Many thanks to Myers and the group! Their findings had a complete rollout at this conference, and are getting a good deal of attention. A shortened introductory version of their document will be made available by the Executive Office. Gunstream suggested that the report

- could be strengthened if reviewed by a copy editor (in consultation with Campbell and Myers); this was viewed as a positive idea (add "DRAFT" to document).
Could there be a Summit to address the TFUMM report?
5. CMS Musician's Health Initiative. A strong report provided in a short time, with Gail Berenson in a leadership role. Preconference possibility?
 6. Evolving the International Initiative. See XIII.B.2.
 7. 2015 Generation Next Program. January 22-26, 2015; program to be announced in mid-November. This is our second year of collaboration with NAMM.

XIV. Music Disciplines

A. Report of the Roundtable on Music Disciplines. In efforts to assure representation, information was requested relating to the number of submissions and acceptances per discipline. Other national conference notes: exploration of off-site venues for concerts is encouraged, and/or green rooms if onsite; increased cross-disciplinary events can be solicited; how can we most effectively use the lunch hour? The preconference technology session was missed. The TFUMM document was considered—how will this be used? The request was made to have bullet points listed on a postcard and disseminated to other organizations at conferences, as well as included in CMS packets. Musical literacy and fundamentals were also discussed.

B. Current Action Items

1. Council on Improvisation. Is there evidence of a group that is interested? Is this part of the At-Large Board member's domain? Appears to be a good idea pending demonstration of sufficient interest.

XV. New Business. None.

XVI. Thank You to Departing Members of the Board of Directors. Great appreciation was expressed for the fine service of Art Gottschalk, Gail Woldu, and Terry Lynn Hudson. Patricia Campbell was also recognized for her work as President.

XVII. Adjournment. The meeting of the CMS Board of Directors was adjourned at 5:35 p.m.

Respectfully submitted,



Terry Lynn Hudson
November 30, 2014