



Meeting of the Executive Committee

September 20-21, 2014

Adolphus Hotel
Dallas, Texas

– MINUTES –

I. Call to Order. President Campbell called the meeting to order at 1:35 p.m. Present were: Patricia Shehan Campbell (President), Betty Anne Younker (President-Elect), Laurence Kaptain (Treasurer), Terry Lynn Hudson (Secretary), and Robby D. Gunstream (Executive Director).

II. Welcome by the President. We send our best wishes to Jennifer Snodgrass, who may join us online. There is a full agenda for this session, with a number of reports to study. Issues at hand include furthering Latin American connections, encouraging involvement of historically underrepresented populations, reconsidering the undergraduate music major, building membership, enhancing national conferences and public relations, and fostering greater Board engagement. A small group "think tank" approach will be taken to this meeting.

III. Approval of the Agenda. *Approved* by consensus.

IV. Approval of the Minutes of the April 2013 Meeting of the Executive Committee. Thoroughly presented, thanks to Secretary Hudson. It is encouraging to see what we have accomplished, including new session types for the upcoming conference. *Approved* by consensus.

V. Report of the Treasurer. The financial turnaround of the Society is good news and evidence of careful planning; we are holding our own in an era when other major organizations are struggling. It is important for us to gain members and sell books, and a raise in membership dues may be advisable.

VI. Executive Director Succession. Executive Director Robby Gunstream will retire at the close of 2017, and replacing him will be a remarkable challenge.

A. Organizational Preparations and Needs. There already has been some restructuring of positions, including a new Director of Operations, as part of the internal preparation for the transition. Our infrastructure and leadership must support the current (evolved) version of the Society; for instance, we seek someone who is visionary in social networking and global connections.

B. Succession Document. A transition document has been prepared by Gunstream and President-Elect Younker; here a step-by-step process has been outlined carefully and well, with a three-year time frame. The goal is to fine tune and send this document to the Board for final approval in St. Louis. It was *Moved and Approved* (Younker/Kaptain) that this document will move forward as currently written.

C. Procedural Specifics and Suggestions:

1. Barbara Maris was President at the time of Gunstream's hire; should she be consulted?
2. A Blueprint Committee was appointed then, and we will again do so now. A committee composition of 5-6 members is suggested, selected from those cognizant of the inner workings of CMS and representing various fields and sub-committees. The Blueprint Committee will be assembled after document approval by the full Board, and is to be in place by January 1, 2015.
3. A Search Committee will then be chosen. It was suggested that past Presidents not be in charge of this committee, although they could certainly be consulted.
4. A position description is to be written by the Executive Committee, approved by the Board, then forwarded for instigation by the Search Committee.
5. Contact search consultant Paul Chou for pro bono advice regarding the process.
6. It is likely that the best potential candidates will not apply; we should actively solicit applications.
7. Should we do a credit check/background check on finalists?
8. Interviews will be held at the Santa Fe conference.
9. The importance of post-hire training (use "orientation" instead; see page 4) and transition is well stated in this document.

VII. Management Strategy of the College Music Society. CMS corporate strategy was discussed by Gunstream. Concerns are sometimes voiced that things are not moving forward, that the management team is not pulling together, or that the Board is inadequately engaged. This is strategic anxiety; how do we treat it?

A. Strategy vs. Operations

1. What does CMS want to be: strategic question, province of the Board of Directors. How should CMS get there: operational question, province of the Executive Office, Executive and Operational Committees.
2. Strategy can be clear or unclear; operations can be effective or ineffective.
3. There must be congruence between strategy and operations.
4. A Strategic IQ Test was given and its results discussed.

B. Key Points of the CMS Corporate Strategy

1. A strong strategic focus relayed through a clear mission statement
2. Embraces a positive approach to change as the strategic *raison d'être*
3. Driving force: meeting the needs of musicians

C. Means of Resolution

1. Roundtable discussions in St. Louis
2. Develop a proper agenda for the Board of Directors
3. Move ahead with the Blueprint Committee
4. Retire the Strategic Plan 2016, turning it over to the Blueprint Committee for its reference.
5. New point of departure: CMS and Change

VIII. Discussion of Current Action Items

A. Future National Conference Locations. Nashville (2018), Savannah (2019), Seattle (2020)

B. Future National Conference Program Chairs. Maud Hickey (2015), Brenda Romero (2016), Donna Emmanuel (2017)

C. Further Refinements to the CMS National Conference Prospectus

1. Committee on CMS Internal Initiatives. Group to advocate for programming, but the Program Committee makes the final decision. Could be responsible for a pre-established part of the schedule, while still ensuring that those in the general membership get ample chances to contribute. It was underscored that this must remain fluid rather than fixed.

2. Annual President's Event. The Trotter already bears the President's stamp; this would be an additional event. Can be anything!

3. Review of Proposal Process and Deadlines. Would a later deadline and/or longer review time be feasible? It was determined that a significant shift is not possible when one considers the many tasks that must be completed; therefore, deadlines should remain stable. Could the Tuesday after Thanksgiving be the standard date? It was recommended that we publish this schedule online so that members understand what happens to their proposals.

4. Program Committee Selection Process. Should Board members be brought into the process of selection? As a broader step, perhaps **everyone** should be allowed to make suggestions and self-nominations for **all** committees, with nomination forms online ("We invite you to nominate others or express your own interest."). There should be strong continuity: serve on regional Program Committee, then a national Program Committee, then chair a national Program Committee.

5. Other considerations. The concern was raised that in our efforts to be inclusive, there is insufficient attention to the teaching and performance of Western art music, an area that remains the focus of many current (and potential) members. Gunstream will study the representation (in hours spent) of the following areas in the past five years of national conference programs: folk and vernacular music, contemporary music, common practice period concert music, CMS initiatives, higher education concerns, aspects of teaching.

D. CMS Musicians' Health Initiative. There have been gatherings at national conferences, starting in San Diego, to bring attention to the matter. A breakfast in St. Louis (chaired by Gail Berenson) will be held to discuss issues of musicians' health. Where do we go now? The Arts and Quality of Life Research Center at Temple University was referenced, and we should also keep NAMM in the conversation.

E. Progress Concerning the Task Force on the Undergraduate Music Major. The eight members of this group have met frequently and spent their own funds to meet in person.

1. Dissemination of Conclusions

a. Document to be made available to the membership on October 1 via *This Month at CMS*; there will also be a separate announcement and print copies to be distributed at the St. Louis conference.

b. Preconference Workshop in St. Louis

c. Plenary panel in St. Louis, with spinout discussion

2. Pillar Points

a. Creativity, deep diversity, full integration

b. Not curriculum tinkering—instead, wholesale change

F. Report Concerning the 2014 Summit. Report previously issued in the context of a President's Message. The \$10000 gift from NAMM has been well used in support of the Summit and its aftermath, with a summary video generated. A follow-up breakfast meeting (chaired by David Royse) will be held in St. Louis.

G. Fall Roundtables in St. Louis. Should we direct what chairs will discuss? At the core, we should consider the "Then and Now" chart, reworked for 2014-2024, adding to the list. (Who are we, and who do we want to be?). Five-minute reports to be presented by those assembled. Younker, Kaptain, and Hudson will serve as Chairs, with Campbell moving between the three discussions.

H. Update on Social Media. We are trying to move into phases 2 and 3. How may we use social media effectively for events and publicity (such as St. Louis)? It was recommended that we use student interns/Student Advisory Council members to engage in Facebook/Twitter/Instagram at the conference. Could screens be set up in the registration area (what is the software needed)?

I. Update on Conversations with NAMM. Generation Next is well underway for 2015, with its own Program Committee. This focuses on essential training of the next generation of students for work in the music products industry. It is also vital to promote relationships between music faculty and the products/industry personnel, emphasizing shared goals and common concerns. H.O.T. Zone possibility: *The Last Waltz of the Band*.

J. Membership Development Efforts. Areas addressed: the importance of regional activities, revisiting membership categories, inclusivity. We can more effectively use our wonderful current members as resources: members talking to members, testimonials rotating in MVL, promoting CMS to sister organizations. A pre-crafted message for a membership drive will be developed.

K. Subtitle and Advertising Plans for *College Music Symposium*. *Symposium: Journal of The College Music Society?* *Symposium: Embracing Music, Pedagogy, and Interdisciplinarity?*

L. Travel Awards for Graduate Students and Young Professionals from Historically Discriminated Populations. We had two applicants, a few donors, and one winner of the 2014 travel award (to be announced at the Annual Meeting of the Membership).

M. Latin American Music and Musicians: From Initiative to Committee. Cuba has been proposed for 2017, with a report from the site visit forthcoming. (There is also a second proposal in the works.) Challenges of holding an International Conference in Cuba: expense, must be done through a travel group. Relating specifically to the Latin American Initiative, is a standing committee advisable or warranted? A task force or working group would be more suitable, as the Board determined earlier that it would be one initiative in a series, each lasting no longer than five years.

N. Webinars. Ours are well constructed, well attended, demonstrating a fine system in place!

IX. New Ideas

A. Developing a Culture of Generosity and Giving. Appealing to smaller groups lends urgency. In-person appeals to the Board have been and will continue to be made.

B. Evolving the International Initiative. Has grown significantly past its original inception. Can we offer our resources, for a fee, to sister/brother organizations? See international.music.org.

C. The Art-Technology-Commerce Nexus. Kaptain's post-Summit idea, also inspired by SNAPP. Could we piggyback onto such an event, using their infrastructure?

D. New Initiatives in Books & Monographs. CMS Press would be the blanket organization, with Books & Monographs expanded. If the Board adopts this in November, it will take some time to get the changes put in place.

E. Council on Improvisation. Proposal will be forwarded to the Board for approval.

F. Refinements to the Cultural Inclusion Initiative. This initiative has been rather dormant in recent years. A new chair will be appointed.

G. Orientation for Members of the Board of Directors. Draft by Gunstream to be circulated soon. Mentor-mentee model? Orientation materials to be found on board.music.org.

X. New Business. General plans for the online Board meeting in winter/spring 2015 were discussed.

XI. Adjournment. The meeting of the CMS Executive Committee was adjourned at 4:42 p.m.

Respectfully submitted,

A handwritten signature in cursive script that reads "Terry Lynn Hudson".

Terry Lynn Hudson
November 30, 2014