

THE COLLEGE MUSIC SOCIETY

Meeting of the Executive Committee

April 19-20, 2013

Hotel Eldorado

Santa Fe, New Mexico

– MINUTES –

- I. **Call to Order.** President Campbell called the meeting to order at 10:25 a.m. Present were: Patricia Shehan Campbell (President), David Williams (Immediate Past President), William Everett (Vice President), Terry Lynn Hudson (Secretary), and Robby D. Gunstream (Executive Director). Laurence Kaptain (Treasurer) joined the meeting via FaceTime.
- II. **Welcome by the President.** President Campbell welcomed members of the Executive Committee to the meeting (both virtually and in person), remarking that it was wonderful to be back in lovely Santa Fe. Preliminary remarks were sent via email on April 17th; this correspondence lists fifteen points/goals already in progress that we will be addressing. There are numerous interesting events and projects on the horizon!
- III. **Approval of the Agenda.** The Agenda for this meeting was *Moved and Approved* as presented (Everett/Hudson).
- IV. **Approval of the Minutes of the April 2012 Meeting of the Executive Committee.** Accepted with no additions or corrections. *Moved and Approved* (Everett/Kaptain).
- V. **Review of the February 2013 Meeting & Minutes of the Board of Directors.** These Minutes will be used for our reference and approved at the next full meeting of the Board. It was noted that the small breakout groups functioned well for us, allowing us to cover considerable ground. The jam-packed agenda and the great creative energy of the group made it a challenge to cover all points adequately; 15 Minutes of Service projects and our work at this meeting will enable us to advance important issues. The fifteen goals below are already well in motion, accomplishable, and consistent with the Strategic Plan. Our focus will be to set action priorities.
- VI. **Discussion of Current Action Items**
 - A. **Future National Conference Locations**
 1. **2015 National Conference.** Evanston had been confirmed as the site for 2015, but there are hotel problems related to the Northwestern football schedule. We may need to select a different location—Oak Park, Forest Park—someplace closer in to Chicago?
 2. **2016 National Conference.** The 2016 Conference will be held right here in Santa Fe, with meeting space in both the nearby Hilton and the Eldorado. The dates have been set for October 27-29, plus pre-conference workshops on the 26th and post-conference activities on the 30th. (Today's lunch is with Dick Smith, a valuable resource on Santa Fe venues and tourism opportunities.)
 3. **2017 National Conference.** Board member Art Gottschalk has been developing some wonderful connections to Havana. Conference and musical

facilities are available in the city; accommodations are of high quality and prices low. There are some logistical/Visa/State Department challenges, of course. This idea is more in line with our operational way of planning an international conference, so we will move in that direction. An exploratory task force will be appointed by Campbell. For the 2017 National Conference, San Antonio was recommended as a venue. This fits well into a two-year thematic focus on Latin American connections. (And a Summit could extend this focus—how do we integrate Latin American studies into our teaching, research, and performance?)

B. Further Ideas for the National Conference Prospectus. The Conference Prospectus is to be amended (integrating the ideas set forth below) and distributed to the Board. Jim Perone, Program Chair for the St. Louis National Conference, will be included in this discussion.

1. Local Colleges, Conservatories, and Universities. How can we truly connect with regional institutions from the earliest planning stages and get their faculty/students involved? Jim Perone is looking locally for the St. Louis event, and there are also connections with UMKC, Illinois State, and other schools that we should explore.

2. International Perspectives Concert. Is this in the plans for Cambridge? Would it be advisable to program such a concert every other year following an international conference? Drawing from various regional populations and music will enhance these events. It was suggested that the concert be named for Anne Dhu McLucas.

3. Bringing Global Perspective to Conference Presentations. The two-year Latin American focus will begin with the International Conference in Argentina planned for this summer; future National Conferences in Santa Fe and San Antonio and a possible International Conference in Cuba will bring additional attention to these connections. Proposals will be encouraged that highlight the work and music of the cities and nations we visit.

4. Armchair Discussions with Senior Scholars. In the plans for St. Louis. A high-level scholar will be invited to the conference to speak to/dialogue with participants. A moderator will help maintain the flow of the conversation and facilitate an open exchange of ideas. A setup with two armchairs minimizes the separation between audience and scholar, allowing for greater accessibility and interplay. Questions and stories are to be encouraged!

5. Master Pedagogy Sessions. Another strong possibility for St. Louis. A 20-25 minute lecture would highlight dynamic teaching, or an actual master class in teaching (with segments critiqued) could be offered. Also suggested—a traditional master class with local students involved as players, a composition master class. All worthy program additions; we will work to find space on the schedule for these events. Lists of potential classroom and performance teachers will be compiled.

6. Plenary Performance. A keynote performance will be a separate, named event. Financing the effort, of course, is a consideration.

7. Performers' Concert. This would be a way to include more performers on the national conference program, with acceptance based primarily on a submitted recording. A Call for Performers will be issued for St. Louis. *Moved and Approved* (Everett/Williams). Hudson will suggest text for this Call.

8. Executive Committee Delegate on the Program Committee.

Communication of the above ideas (and others brought forth by the Board and/or Executive Committee) to the Program Committee is essential, and must take

place in enough time to allow them to be integrated into the program. To this end, the President or President's Executive Committee designee will serve as consultant to the Program Committee and be in attendance at PC meetings. The exact method/level of involvement may vary from year to year.

C. The CMS Ambassadors Project. Progress is being made, with 45 members having self-selected to serve as ambassadors. "Nation files" are to be posted online, possibly by May. There are currently ten nation files in place.

D. What to Do with the Advocacy Statement? The Advocacy Statement was finalized in February of 2012. Ideas for dissemination: posting on CMS Website (announced in This Month at CMS), a feature in Symposium, a special forum, print up/laminate/distribute, refer to in other conference sessions. We will solicit suggestions for its application from the Academic Leadership/Administration and Higher Education Committees.

E. Student Awards. There are now two sets of awards with funds coming from two different sources; could these efforts eventually be combined? Can we offer CMS membership for a certain amount of time as part of these prizes? Named awards are desirable. The student awards are as follows:

1. Awards for Conference Presentations. Three awards of \$250 each, funded through the conference budget (although it perhaps could be funded by The Fund long-term). Is this full amount necessary? Awards to be presented for best paper/composition/lecture-recital *or performance* (this latter clause is a change that should be communicated to Faun Tiedge). It was recommended that last year's Student Awards Committee be asked to continue their service.

2. Awards for Symposium Submissions. Three awards of \$150 each, funded through The CMS Fund; see VI.V.1.a. The Symposium Editorial board would serve as the review group.

F. Development of Webinars. To be tied in with monthly updates, hot topics. There will be two each month, on the first and third Fridays, with plans to start in mid-May.

G. Further Work on Liaisons by CMS Committees. Campbell intends to continue these efforts. It was suggested that, in a 15 Minutes of Service, a plan be put in place on how to advance and use the liaisons.

H. Further Work on Interdisciplinary Scholarship. Janet Sturman and her *ad hoc* group provided a report on December 17th, 2012—can this be sent around to the Board for official approval? As recognition for high-level interdisciplinary scholarship, Symposium publication could be used as the "award." Our organization should be known as interdisciplinary, but also honor and foster the disciplinary. Future events such as a pre-conference workshop for St. Louis (teaching, scholarship, service) and/or a future summit on research could promote both the disciplinary and the interdisciplinary.

I. Progress on the YouTube Videos. The Committee viewed the title/graphic introduction used to brand all CMS videos, which will eventually incorporate a 6-8 second "CMS sound." Could there be a Web link on the screen while this graphic goes by? There will also be a text closer. Four in-progress YouTube clips were presented, highlighting regional chapter opportunities and conferences, international conferences, and the CMS Southern Chapter. There is much potential to use these for informational, publicity, and member recruitment purposes.

J. CMS-NAMM Efforts for 2014 and 2015

- 1. Generation Next.** We will be involved in Generation Next at the 2014 NAMM show, making this program meaningful for the higher education community. Communications have been with Mary Luehrsen from NAMM. This is a mutually beneficial endeavor; for instance, our mailings caused their Generation Next registrations to rise significantly.
- 2. CMS/NAMM Joint Conference.** We are hitting a roadblock, as NAMM personnel would want SMTE and NAFME on board. This will not happen for 2014. Could TI:ME be involved as a means to connect to NAFME? How about bringing non-affiliated experts into the mix?

K. Evolution of the Trotter Lecture

- 1. Trotter Lecturer for St. Louis.** Nick Spitzer of American Routes on NPR.
- 2. Performance Component.** See VI.B.6.

L. National Topics for 2015 and 2016. For 2015–Sustainability. For 2016–Handmaking America (from a book by the same name—could the conversation draw from this, with Bill Ivey involved in the discussion in some way?).

M. Further Work on Synthesis. History of the synthesis discussion was recounted. These efforts overlap with the work of the Task Force on the Undergraduate Music Major. How should we carry this discussion forward, and should it be kept alive? Under this same name?

N. Progress Concerning the Task Force on the Undergraduate Music Major. There will be preliminary hearings related to the topic in Cambridge, with participants (including the synthesis group) invited to contribute to the discussion. Campbell reminded the Committee of the Task Force makeup, representing a wide range of disciplines and levels of experience in CMS. Full sessions are being planned for St. Louis and Evanston. We can be a key organization to move this forward!

O. Progress Concerning the 2014 Summit

- 1. Topic.** We were referred to an email sent around by Campbell this past week. The topic is Music, Science, and Society, with the following desired outcomes: presentations and moderated discussions by invited participants to be submitted or transcribed and included in the Symposium; video dissemination of ideas, to be filtered into regional and national conferences; and possibly, an event in conjunction with the SNAAP conference in 2015. The Smithsonian Folkways model is to be used—participants will be instructed to read specified materials prior to the event. The Board will be contacted to get their buy-in (they already have the proposal draft); a committee is to be put together.
- 2. Logistics.** The timing of the event was discussed; Campbell will explore university space and hotel possibilities for MLK weekend. Set a “Save the Date!” Tasks: finding speakers, planning fees, booking facilities—all of this needs to be done by August at the latest. How do we get more people to attend?
- 3. Action.** The Executive Committee is endorsing a 2014 Summit on Music, Science, and Society at the University of Washington, with the amendment that the Board will be consulted as well. Campbell will serve as Steering Chair and assemble a committee. Motion was *Moved/Approved* (Everett/Kaptain). Exploration of the possibilities can begin.

P. Review of Section X of the Minutes of the February 2013 Board Meeting

1. “Wouldn’t it Be Nice...”. Concepts generated at the recent meeting of the Board. To move forward:

**If all committees were charged with ensuring that their memberships were diverse, and inclusiveness were a transparent and permeating core value of CMS. Reminders to be sent to Committee Chairs, and this is also on the Board’s wish list. Can we attract and serve additional members that will fulfill this?*

**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. The Building Bridges sessions cover the second part of this statement, and regional conferences can also promote this. Suggested were primers on their fields from Board members to be put on the Web, and/or “a day in the life” videos. Additionally, the proposed master teacher/pedagogy sessions at the national level will highlight exemplary work in a number of areas.*

**If we had a hybrid model in which dialogue among attendees were a central component of presentations/sessions. Our organization does very well with this; the only place where dialogue is not an integral component is in the paper 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. This is all true, but are we generally perceived as such? This is a key to our membership efforts. Might a “byline” to our organizational name be helpful in conveying what we have to offer?*

**If CMS were widely recognized as a (the) premier leadership organization for music in higher education. See above.*

**If CMS had endowed awards devoted to supporting members in various stages of their careers, such as scholarship, performance, creative activity, lifetime achievement. We have been working on this, especially for students.*

**If CMS could catalyze ways, perhaps through The CMS Fund, to offer financial support for underrepresented communities, new faculty, and others (emeriti). Minority scholarships to attend conference were suggested, and that this should be a priority submitted to the CMS Fund. A DonorsChoose model might be helpful in generating funds for specific needs; Hudson will convey this idea to Fund Executive Director Mary Anne Rees.*

**If CMS established systematic and developmental mentoring for new faculty, such as seminars, learning communities, etc. There are new Web versions and forms being worked on for the various mentoring programs.*

**If mentoring sessions at conferences were followed up through continuing relationships between mentees and mentors. See above.*

**If our membership not only increased this year, but surpassed its previous highest level. To be discussed later in the agenda; see VI.U.*

**If CMS were the change agent in assuring the relevance of higher education to the future of music and musicians in society. Many of our conference and summit offerings deal with this timely issue.*

**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. More joint meetings are part of liaison initiative; we should carefully consider which joint meetings would be most productive.*

**If CMS celebrated diverse musical expressions and their place in human experience. We do!*

**If CMS were an organization seen as essential for undergraduates to join. Can/should our marketing focus more on graduate students? Change this wording to simply “students.”*

2. International Conferences and Global Issues. A rewritten description can be found on CMS.org>>International Conferences>>2013 CMS International Conference. The Everett YouTube video is effective and can be added.

3. Creative Ways of Using WebEx. In the works. Everett has used WebEx to meet with Chapter Presidents, and Campbell is considering the platform to work with Committee Chairs.

4. Mission Statement. Should the original’s first sentence be added back in to more clearly convey what we do as an organization? Can there be both a longer and a shorter version? This discussion will continue.

5. Communiqués. Solicited from Board members by Campbell.

6. Student Awards. See V.I.E.

Q. Social Networking Goals and Means. On the radar screen; the potential of relevant platforms will be explored later this spring/summer.

R. Invitation from TI:ME to the CMS Executive Director. CMS should be involved, although Gunstream is not convinced that the Executive Director is the proper representative. But he will serve in this capacity, for now, at the Executive Committee’s recommendation.

S. Pan-Am Think Tank via the Ambassadors. CMS Ambassadors and selected nation files are in place. How can we best use these? They could be vital in structuring upcoming Santa Fe/San Antonio/Havana/Buenos Aires events. A WebEx gathering will be planned, with invitations to be sent to those from the regions.

T. Bylaws Question from the Mid-Atlantic Chapter. Items II.3 and II.4 from the Mid-Atlantic Regional Chapter Bylaws are being questioned because of funding—where does the money come from? Item II.3 doesn’t really belong in Chapter Bylaws, as it refers to a national policy rather than a regional one. Item II.4 should refer to award money of “an appropriate amount” (rather than the specific amount currently listed), and “contingent on funding” needs to be included in this entry as well. Everett and Gunstream will address these issues with Mid-Atlantic Chapter President Jennifer Snodgrass. Chapters have been encouraged to look at their Constitutions and Bylaws.

U. Progress Concerning Membership Development Effort

1. Poster. In collaboration with Executive Director Gunstream, the Membership Committee arrived at the text for the newly prepared membership poster. Copies were distributed; the Executive Office did a fine job of bringing this to fruition!

2. Postcard. To be sent out three times a year, corresponding to the “Report to Members;” a digital sample was provided. These can also be sent to those for whom membership has lapsed within the last year. On the “Publication” side of the card, could it list all that has been published since the last mailing? And this section need not be limited to publications—information on deadlines, regional conferences, and summits could be provided. Essential for inclusion: “For additional information, go to music.org or the CMS app!”

3. Compilation of Membership Data for Other Music Organizations. A brief survey regarding membership numbers and dues was sent to leaders from the following organizations: ATMI, SCI, SMT, CMA, CBDNA, ACDA, AMS, SAM, SEM, MTNA, and NAFME. Hudson provided a handout with the responses. In

short, our dues are extremely competitive (perhaps they could be raised a bit); a few of the organizations responding are experiencing slight membership decreases (but most are not); and membership-building strategies being employed by others are campaigns to contact former members or promote referrals, exchange mailings with similar organizations, the targeting of underrepresented groups, and the examination of membership categories and benefits.

4. Pilot Membership Drive. A small-scale effort involving just the Board and the Membership Committee took place in early April. It was not at all a strong success in the number of new members added, but the idea does hold promise as a larger-scale undertaking. Ideas in moving forward: get firm commitments from recruiters; hook into the referral incentive (or make it a contest, with free membership for a year as the prize); have the 25NOW discount run for a month to allow recruiters a little more latitude, but have invitations still specify a 7-10 day period so the task is not put off and forgotten by those we approach.

5. Future Projects. To include a survey of those who have been away for two or more years; gathering of “what CMS has done for me” testimonials; improvement/streamlining of the renewal form, the homepage, and the benefits of membership page; making members more aware of the referral incentive; offering one year of free membership to just-graduated DMA’s/PhD’s; offering a reduced membership fee as an incentive to join at the NAMM show.

6. Other Ideas/Concepts. Emphasize inclusion and mentorship at all conference levels. Host art attacks—small, casual get-togethers in cities featuring a prominent local guest. Post a sound collage on the CMS site (making *music* an integral component of what we present to the public). Keep working on our branding (the poster was an attempt to distill such ideas). Be certain that our conferences and publications are truly inclusive, and that in our strong and worthy efforts to present the broadest spectrum of musical traditions and styles, the Western art music canon (which so many of our members perform and teach) is not slighted.

V. Conversation with the President of the CMS Fund. Tayloe Harding reported via Skype. The Fund Board met in early March, and is ready to expand its fundraising activities past engagement and outreach.

1. Recent Requests to the CMS Fund

a. Engaging Students. Awards (three at \$150 each) will be put in place to recognize excellence in student Symposium contributions. \$450/year for two years approved by the Fund Board; a long-term plan for this suggested.

b. Engagement of the Membership in the CMS Summit. The Fund Board is supportive. Again, a long-term project is suggested. A major keynote headliner could help “sell” the event to possible donors.

c. Engagement of the Task Force on the Undergraduate Music Major. The Fund Board is less enthusiastic here because the one-time monetary outlay seems more an operating than a philanthropic expense. See VI.N. for Task Force details and plans.

2. Additional Goals. Such goals include: finding stronger ways to internationalize CMS; expanding (named) awards as an incentive to attend the conference; promoting scholarly engagement.

3. Under Consideration. Should we allow the option of “rounding up” registration fees for contribution to the Fund?

W. Other Current Action Items

1. Links Between the Program Committee and the Board/Executive Committee. See VI.B.8.

2. Composition and Function of the Board of Directors. Should the Board be restructured so that it better represents the membership and current trends? Should all Board members be at-large rather than disciplinary? We will strive to more clearly define the function of the Board of Directors over the next six months. As people are often more interested in contributing to the general discourse rather than the operational details, could there be a Council (20-25 members) that would serve this function? The Council might include the chairs of committees and representatives from all musical fields. This idea could be put in place for Cambridge.

3. Items for the St. Louis Conference Document. Ideas generated in this meeting will be added (see VI.B). Mariachi and participatory components will be integrated as well; an account of “Honk” as a strong example of participatory musicking was presented by Campbell (no talk, just demo and doing!).

VII. Review of Executive Director Job Description and Staff Compensation. A first draft of the job description was sent around. It is important to make sure all bases are covered, and there are necessary additions such as social media activities. Continued feedback is requested as this description continues to be developed; comparable descriptions are also in place for other staff positions. As it has not been a strong fiscal year, Gunstream’s recommendation is that salaries hold at the current level. It was stressed that we continue to be fully supportive and appreciative of the Executive Office staff, however!

VIII. New Business. Might Suzanne Burton’s Community Engagement proposals be reviewed quickly by the Professional Development Committee and programmed as a pre-conference workshop for Cambridge? There is justification here, as past engagement workshops have been very successful. Community Engagement reports from fifteen past events are now on the website.

IX. Adjournment. The meeting of the CMS Executive Committee was adjourned at 5:42 p.m.

Respectfully submitted,

Terry Lynn Hudson
May 6, 2013