

THE COLLEGE MUSIC SOCIETY  
Meeting of the Executive Committee  
April 28-30, 2011  
The Ritz-Carlton, St. Louis  
St. Louis, Missouri

**- Minutes -**

- I. Call to Order. President Williams called the meeting to order at 10:04 a.m. on April 29, 2011. In attendance were: David Williams (President), Cynthia Crump Taggart (Past-President), William Everett (Vice-President), Mary Anne Rees (Treasurer), Maud Hickey (Secretary), and Robby Gunstream (Executive Director).
- II. Welcome by the President. Williams expressed his appreciation for the efficient Board Meeting in Dallas in March and thanked Executive Committee members for taking time for this meeting.
- III. Approval of the Agenda. ("Minutes" struck from item V in the agenda). **Moved & Approved** (Taggart/Everett).
- IV. Approval of the Minutes of the March 2010 Meeting of the Executive Committee. Corrections: No hyphen between Crump Taggart. Pg. 2 Magrill incorrectly spelled as Macgrill. **Moved & Approved** (with corrections) (Taggart/Rees). Discussion of these minutes centered on the following two items.
  - A. Williams wondered about the status of the "CMS Players Roster" as detailed in item IV.A. The call for performers for San Diego was a result of this initiative.
  - B. Williams wondered about item V.A. concerning dual memberships in Societies since it does not appear in the strategic plan. Taggart provided some history: it was in Goal 2 at one point and then disappeared; it has been a struggle in the past to have this idea work in reality.
- V. Review of the April 2011 Meeting of the Board of Directors. Discussion about the format of the meeting pursued. While the Strategic plan took up a lot of time at that meeting, it was felt that Governance of the organization did not get enough and proper attention. Membership, Governance and Executive Office reports need to be discussed by the entire Board in the future (rather than breakout teams).

Williams will suggest that the chairs of the Academic Citizenship and the Academic Leadership and Administration Committee work with regional chairs for NASM/CMS programming.

Williams expressed concerns about how proposals for Open Forums get vetted through the Program Committee. Gunstream explained that this proposal process for committees or board members is relatively new. Discussion ensued about the process. If a committee did not get a proposal accepted, then they have an option of a lunch table at the brown bag Forums & Dialogues lunch. In the future "Calls" should ask committees for "Forum/Table" topics as well as session proposals. All committees will have an opportunity to host a table, but should articulate the topic to the Program Committee. Procedures need to be carefully articulated to Committee chairs as well as the membership. Williams suggested a "Birds of a Feather" format where members post a table topic and have interested people sign up. The pre-determined tables (e.g. committees) should also have sign-up sheets. This should be explained carefully in the program and to the membership.

Question from Rees: what are the next steps for the CMS Fund? Something needs to be done in Richmond to celebrate the end of the campaign. The campaign committee should plan an

event. **Action:** Rees will work with Gunstream and David Woods and The CMS Fund to plan such an event.

- VI. Review of the Current Draft of the CMS Strategic Plan.
- A. Williams presented his Quick start edits for discussion. Quick start #11 was eliminated since the CMS office explored the feasibility and it is not feasible. Quick start #4 reworded (see wording as in item VII-A-4 below) as was Item 7 (see VII-A-7 below)
  - B. Williams presented his re-ordered strategies and actions, as well as basic editing of items in the Strategic Plan. The Executive Committee approved these except as discussed below.
  - C. Williams wanted clarification of 1E in the draft. Gunstream clarified that "lighter" meant less complex and more interactive.
  - D. Taggart clarified the difference between items 2F and 2G. Wording was changed from "Reach out to..." to "Aggressively recruit non CMS-member faculty..." These items were re-ordered (2E and 2G moved to the end of Goal 2).
  - E. Goal 6 needed an opening paragraph. **Action:** Everett will write.
  - F. 6A and 6B will get swapped. New wording for (old) 6A "Raise the quality and relevancy of our publications and insure that they are current and inclusive." Action 1 should read "Rewrite" *Symposium* Call for manuscript to allow for broader inclusion of types of scholarship and creative activity."
  - G. For Goal 6, rather than break out *Symposium, Newsletter and Monograph*, it was recommended that all be folded into the single set of actions.
  - H. Williams is concerned that Goal 5 strategies do not address operations. The committee worked to revise Goal 5 to include needs pertinent to operations (e.g. staffing, land/eventual building for CMS, reserve fund, technology/IT staffing). A discussion resulted in the following new Goal 5 strategies and actions:

Reword goal: "Strengthen and enhance resources of the Society."

5A. Develop innovative strategies to capitalize on the key assets of the Society: Membership, database resources, MVL, and publications.

- Explore new revenue streams
- Develop alternatives to print publication (refer to goal 6)
- Continue to expand membership (refer to goal 2)
- Continue to explore options for foundation and corporate support

5B. Maximize use of the CMS Fund to obtain gifts and contributions in support of the Strategic Plan.

- Recommend The CMS Fund Board create funding priorities beyond engagement and outreach that align with the Strategic Plan.
- Continue to explore options for foundation and corporate support

5C. Maximize technology to enhance operations and use the Society's resources efficiently.

- VII. Discussion of Current Action Items:
- A. Implementation of "Quick Starts" from the CMS Strategic Plan (the Executive Committee worked from the "Analysis\_of\_Quick\_Starts.doc" created by Gunstream).
    - 1) Develop a statement of the value of music in higher education to share as an advocacy statement (for higher education inside and outside of music units). **(See 4C.1 in Strategic Plan) ACTION:** Williams will ask James Scott, chair of the Academic Leadership Committee and Larry Kaptain, chair of the Higher Education committee to co-chair this effort. They may need to find somebody to serve as a general editor. 1-2 pages is a suggested length, suitable for publication on the website.  
Time frame: Due for the Fall 2011 National meeting in Richmond.
    - 2) Develop and host at least one webinar on the National Topic. **(See 1B.9, 4A.1,**

**4A.4, 4D.2, 5C.4 in Strategic Plan) Action:** Williams will assign a Webinar steering committee, which will include the chairs of the ITIS, Careers Outside the Academy, and Engagement Committees. A suggestion for a topic is the 2011 and/or 2012 National Topics. Suggested institution fee of \$100.00, and individual fee of \$10.00/member and \$50.00/non-member. Consider no longer than 4 hours.

Time frame:

- End of September 2011 - Trial run with Board of Directors and Webinar steering committee and 3 committee chairs on a review of the Strategic Plan.
  - February or March 2012 - launch.
- 3) Create 12 new student chapters. (**See 2A.2 in Strategic Plan) ACTION:** This month Williams will assign the Student Concerns and Student Advisory Council to begin work on this. He will ask them to: consider getting a student chapter at each committee member's location, consider other institutions where there might be active CMS faculty members who might be interested in starting a chapter (make personal connections).

Time frame:

- September 1 - committee identifies potential campuses and people on campuses to develop student chapters;
  - October- initial meetings on target campuses;
  - Richmond meeting - an informal gathering of members from target campuses to develop proposals for their chapters with sample activities (consider Skype sessions with CMS leadership). (This will require some **action** to coordinate a gathering time and place at the Richmond meeting)
  - Spring 2012 – campus groups submit paperwork to formalize chapters for approval at spring Board meeting.
  - Fall 2012 - launch new student chapters.
- 4) Create awards for interdisciplinary presentation and for student presentations at the National Conference. (**See 2A.3, 2A.5, 3C.1, 3C.2, 5A.2 in Strategic Plan) Action:** A special committee will be formed that will include Faun Tiedge (convener), Cathy Benedict, Terry-Lynn Hudson, Sam Magrill, Carol Babaracki, and Jim Perone. They will be charged with proposing a process and call for three student awards (one composition, one scholarly paper, one lecture/recital), and one faculty interdisciplinary presentation. Consider potential winners self-identify after selected for 2012 conference. Prizes of \$250.00. It was noted that this activity presents potential for future gifting from the membership.

Time frame:

- September 2011 - Progress report to CMS Board of Directors
  - Spring 2012 - proposal to Board of Directors for review and approval
  - Fall 2012 - implementation at San Diego conference.
- 5) Evaluate the efficacy of campus representatives and define a plan for their revitalization. **Action:** The campus representative program will be exterminated. Any reference to the campus representatives needs to be moved from the strategic plan. Williams will contact the current campus representatives and explain that the program is going to be reconfigured because CMS wants to put their effort behind student chapters and invite them to start a student chapter by getting in contact with Gene Trantham and Jennifer Snodgrass. In the meantime, this particular quick-start will not be a quick-start.

The CMS poster with the tear-off sheets will still be sent to music unit heads. Williams will let Perone know of this decision (as leader of the ad-hoc campus representative committee).

- 6) Link MVL with Career Services initiatives to alert subscribers to other benefits of

CMS membership. (See **1A.1, 1A.3, 1A.4, 1D, 5C.3 in Strategic Plan**) This is to highlight the services that are available to the membership in a more public and aggressive manner. Clickable email with **one** notice about a professional development activity in each weekly MVL e-mail (as well as on the MVL Website). Examples of notices might include: professional development services; lists of podcasts; or other professional activities and services. A subgroup committee should be formed that consists of one person from each of the following committees: Professional Development; Academic Careers; Careers Outside the Academy, Higher Ed Committee, ITIS committee. The subcommittee should offer advice for placement on the website, consider procedure and communication with the CMS Office to make this viable and efficient.

Time frame:

- May 2011 - CMS office will add a link to the Mentoring link as a standing link (on the left hand side of the website and in the MVL email). Add a box or two of “did you know” items.
- June - subcommittee assigned
- October (Richmond Board Meeting) - Committee recommendations to the Board.
- November - Implemented in time for November 2011 MVL postings.

- 7) Add 100 new international music schools to the CMS Directory along with their faculty information and promote the use of the MVL to these institutions. (See **1E.3, 2E.2, 4E.4 in Strategic Plan**). **ACTION:** Create a “CMS Diplomat” program to build connections to faculty and institutions worldwide. **Actions:** Identify diplomats for as many countries as possible by sending out a call to membership to find who has expertise in different countries and would be willing to become a “CMS diplomat.” Add additional countries to the current directory. Future goal is to have a short description of tertiary music study for all of the countries (work that could be accomplished by the “CMS Diplomats”). Develop a webpage (or enhance the current webpage found through the “International Music Institutions” search function) for each country with description, photos, recordings, etc. Give this to the International Initiatives Committee to work on.

Time frame:

- June – Williams consults with chair of International Initiatives Committee on this
- Summer – International Initiatives Committee formulate a call for diplomats and suggest design for the web
- September - call to membership followed by webpage creation.
- October - Jack Oliva announce this at the annual meeting (**ACTION:** add an agenda item to the annual meeting for this).

- 8) Redesign the website to improve navigation and make it more visually compelling. (See **1C.1 1C.2, 1C5, 1D.6 in Strategic Plan**) **ACTION:** An ITIS web subcommittee can help by focusing on three things: 1. Fine-tune the final version of the website; 2. Maximize search alternatives such as menus, Google search, and a comprehensive site index; 3. Continue to work with the office to provide continual feedback and compile suggestions for the next version. Gunstream will work out communication details for this project between ITIS, Beth Mast, and other pertinent staff. There is also a need for a subcommittee for social computing tools.

Time frame:

- September 1 - Release of new public Web site and new support site for institutions
  - December - Release of new support site for music business-industry
  - April, 2012 – Release of redesigned Web site for CMS members
- 9) Create a plan for revised publication formats and delivery. (See **1A.7, 2A.4, 3A.2, 3B.2, 3B.4, 4A.1, 4A.3, 4B.1, 5C.5, All 6 in Strategic Plan**). Gunstream has

already been actively working with all of the editors on this.

Time frame:

- Spring and Summer - Work with Editors to refine and develop components of new plan
  - September 1 - Begin implementation of individual components
  - October - Review by the Publications Committee at the CMS National Conference
  - Fall and Winter - Continual refinements and expansion; meeting of CMS Publications Committee, if appropriate
  - Spring, 2012 - Review by the Board of Directors.
- 10) Create a set of RSS CMS news feeds and a CMS App for iPhone/iPad and Android smartphones/tablets. (See 1C.3, 1D.1, 1D.5, 5C.2, 5C.4, 5C.5, 6A.1.3, 6A.2.1, 6B all in Strategic Plan). ACTION: Williams will convene an ad hoc committee consisting of himself, David Shaffer, Beth Mast, and Frank Clark.

Time frame:

- Now and forever – research and development
- Richmond meeting - An App will be unveiled!

**ACTION:** Hickey will pull out the quick start conversation from the minutes above and create a brand new quick start implementation document.

**ACTION:** Taggart will write wording and action items to include community engagement more prominently in the strategic plan.

**ACTION:** Everett will add do the same for the CMS Players, and add opening paragraph for Goal 6.

- B. Goal Five Discussion from the Strategic plan (based on Williams rewrite of Goal Five on April 29, 2011). A final version was agreed upon. Goal 5 and 6 will be flipped. **Moved & Approved** (Taggart/Rees).
- C. Removed Campus Representatives from Strategic Plan, and subsequently had to reword or eliminate those items. Specifically: 1A.5 and 2B 1.2.3 were deleted. 2C.1 was slightly reworded.
- D. Continuing Issues and Concerns
- 1) Follow up on President Taggart's Regional Chapter Initiative. (Date of the document should be noted as Spring 2010). New Vice-President Everett should follow up with the suggestions made in the document. He will organize a meeting of all 2013 Regional, National, and International program chairs to take place at the 2011 National Meeting. Partial support will be provided for the 2013 regional program chairs to attend. Gunstream and Everett will work to plan other items for this Regional Chapter Initiative. Taggart asked if the regional chapters have begun moving toward the National model (as far as board structure). Everett reported that it is quite variable. Everett also noted an issue that in geographically larger regional chapters, members are likely to not attend if the location of a meeting is far from away.
  - 2) National Conferences
    - a. 2011 Trotter Lecturer – Ben Cameron. Details being worked out yet. Henry Panion (second choice) will be asked to be a key speaker at the NAMM summit
    - b. 2012 Conference Details. Quincy Jones is a potential main speaker (with collaboration with NASM). Williams will pursue Joe Lemond as Trotter speaker. Deborah Borda (President and CEO of the LA Philharmonic) would be potential speaker as well. ATMI/CMS lecture ideas: David Cope, Walter Hewlett.
    - c. 2013 National Conference–Program Committee Chair and Members. Williams will approach Keith Clifton to be chair of the program committee. Rob Deemer has already been appointed to this committee.

Williams will solicit board members to get names for additional program committee members. One name that came up Steven Laitz (Eastman).

- d. Follow up on 2017 National Conference, a "Wildcat" Year. Banff, Alaska, Calgary, Mexico, Las Vegas, Colorado, Grand Canyon area, Asheville, NC, Mississippi river cruise.
- 3) Follow-up on the Engagement and Outreach (E & O) Initiative. Discussed activities as documented in the "Engagement and Outreach Initiative.doc" file. A recommendation was made to let this document's suggestion go, and let the new E & O committee create new energy and develop their own initiatives. **Moved & Approved** (Taggart/Rees).
- 4) Follow-up on U.S. State Activity in Higher Education. Discussed the document thus far and moved on. Considered tabled for now.
- 5) Developing a Video Podcast Tutorial. Williams reported that Larry Kaptain has agreed to make a podcast for how to make a podcast. We discussed other podcast possibilities for a CMS utube page. Ideas that were generated: David Meyers on an engagement podcast; Convert the current podcasts to a dedicated CMS utube podcast site; Entrepreneurial topic; Advocacy podcast for higher education (related to quick start #1). Record Trotter and ATMI/CMS lectures for podcasts (with permission); Donna Emmanuel on outreach and engagement; Douglas Seaton on RILM; Feature folks who wrote in the Monograph Series; Mary Anne Rees on the history of CMS.  
**ACTION:** Once the tutorial is finished, a person needs to follow up to collect and vet ideas. Steve Kreinberg (Temple) or Lee Van Handle (Michigan St.) will be contacted by Williams to lead this effort (Whomever is chosen will be an addition to the publications committee--Williams will approach David Woods about adding this person first).
- 6) Follow-up on Funding for the Fall 2011 Board of Directors Meeting. **ACTION:** The executive committee would like to forward that \$500.00 in travel support be given to Board Members for the fall. The finance committee must now consider if it is fiscally possible. **Moved & Approved** (Taggart/Everett).
- 7) Follow-up on 2012 and 2013 National Topics. The committee decided that the topics, without explanation would suffice. Williams suggested that the topic be front and center on the website. Invite four different people to create a video on what the topic means to them. Williams will ask the past presidents to create Kathy Lamkin, Bob Weirich, John Buccheri, Cindy Taggart, and Tayloe Harding. 3-5 minute video on the 2012 National topic: "Advocate!"
- 8) Revisions to the Bylaws of the Society. An Ad hoc subcommittee was formed that will work with Gunstream on this: Hickey and Perone. **Moved & Approved** (Taggart/Rees) **ACTION:** Williams will ask Perone to do this.
- 9) The 2013 International Conference will take place in Argentina. Williams needs to identify a program committee chair. Juan Chattah and Kristin Wendland were identified as potential co-chairs. Deborah Schwartz-Katz was mentioned as a committee member. In the same call for a program committee for Boston, Williams should also ask for ideas for members for 2013 International program.

VIII. Review of Executive Office Staff Compensation. Adjustments discussed. Salary plan developed by Rees and approved unanimously by the Executive Board. **Moved & Approved** (Williams/Taggart).

IX. New Business

- A. Social Media Quick Starts Proposal. Talked a bit about the three proposals. Specifically we focused on item 3 regarding more constant news output from CMS. Begin with content that is already generated (e.g. the Newsletter) but put it out in ways that are picked up by the various news and RSS readers, etc.

X. Adjournment. Saturday, April 30, 2011 at 5:06 p.m.