

MUSIC LIBRARY ASSOCIATION

Minutes of the Meeting of the Board of Directors

College Park, Maryland  
June 6-7, 1982

Sunday, June 6: 10:30 AM-1:15 PM, 3:30-8:30 PM; Monday, June 7: 9:15 AM-12:45 PM.

Present: Gillian Anderson (except Sunday morning), Olga Buth, Frank C. Campbell (for item 9), Mary W. Davidson, Harold J. Diamond, George R. Hill, Margaret F. Lospinuso, Neil M. Ratliff, Charles W. Simpson, Annie F. Thompson, Suzanne E. Thorin, representatives of the University of Maryland Libraries (for item 9). D. W. Krummel presiding.

1. Secretary.

It was moved, seconded, and unanimously passed, that the minutes of the meeting of February 1-4, 1982, be approved with the following corrections:

p. 4, item 40, heading: change "Prizes" to "Awards".

p. 5, item 42, heading: change "Chapter" to "Committee".

Simpson distributed copies of his index to the February board minutes.

2. Treasurer and Finance Committee.

[The following information was given orally at the meeting and supplied in written form by Lospinuso.]

The committee received the first quarter 1982 financial report from the treasurer. Diamond also reported that he had enlisted the help of a tax professional in doing the most recent MLA federal tax forms, so that we would have a good model for future returns. Careful reading of the regulations enabled him to make a substantial reduction in our tax liability.

There was a discussion as to whether or not the dues billing should be advanced to July. Suzanne Thorin reported that it was planned for late July this year.

Diamond reported that two certificates of deposit, one for the Record Ratings Fund and the other for the Development Fund, were due to mature shortly, and asked for the advice of the committee. No one appeared to know exactly why these were held separately, or indeed, what their intended purpose was at all, but it was the general sense of the committee that the two funds should be kept separate, and should in no case be merged with general funds. It was resolved to seek further information on the origin and purpose of the funds. It was also the sense of the committee that the funds should be kept as liquid as possible at the moment, since we do not yet have the books set up for adequate cash flow control, and are, therefore, in some uncertainty as to our true financial condition, but that we should also attempt to gain as much interest as possible. A money market fund such as the Delaware Cash Reserve seemed the best idea, offering high interest (higher than the certificates) and liquidity.

There was discussion as to whether or not we should change the fiscal year so that it is more closely aligned with the academic year, the convention year (in terms of expenditures and income) and the Notes year. In the process of reviewing the financial records held by the president, an audit report from the early 1970s was discovered. The association at that time had hired professional auditors to audit the books and to make recommendations as to how we could improve our financial record keeping. One of the recommendations made in the report was that the organization should change its fiscal year so that it more closely matched the natural income/expenditure cycle of the organization. It was the sense of the committee that we probably should change the fiscal year, but not yet. We are in the process of tightening up the financial record keeping and of bringing better control to bear on the budget process. It was felt that it would be advisable to achieve a stable financial system (which we anticipate doing during the next year) before attempting to change the fiscal year.

The following budget additions were approved by the committee:

Notes, 10% increase. This was necessitated by a new contract with Edwards Brothers, to begin in July 1982. It was noted that a copy of the printing contract should be in the hands of the president, the executive secretary, the fiscal officer, and the fiscal officer apparent.

Newsletter, increase of \$460, necessitated by increasing printing and mailing costs.

Modern Language Association (mailing list), \$670, to revise the format of our mailing list records.

Legislation Committee, \$600 in travel expenses.

Archives, action postponed until after the report of the archives committee could be heard at the board meeting.

Basic Music List, \$100 for extra expenses, possibly for duplicating the machine-readable files or for clerical labor to input corrections.

Concerning the auditing of the books, it was the sense of the committee that the audit should be a mechanism for certifying the accuracy of the books and not a financial planning measure, and that it should be done after the books are closed. It was recommended that the 1982 books be audited just before the Philadelphia convention in early 1983.

There was a discussion of the cost of mailing lists. The Modern Language Association has substantially increased its price to us; should we pass along the same percentage to our customers, since mailing list income is a part of our planned income, or should we simply accept the loss of income? Thorin will check to see what other similar organizations charge for their mailing lists.

A revision of our bookkeeping methods so that we have current budget information was proposed; implementation is planned. An attempt will be made to reorganize the books so that there is a direct correspondence between budget line and bookkeeping line.

A revision in our method of budgeting was proposed and discussed at length. It was proposed to divide the overhead among the program lines so as to arrive at a proper dues level, Notes subscription price, convention registration fee, workshop fee, etc. It was decided that overhead costs, i. e., costs that cannot be attributed to any particular activity but that nevertheless must be borne by the association, should be allocated to the various activities of the association according to the percentage that each activity receives of the total program (non-overhead) budget. It was the sense of the committee that this would be a useful technique in identifying costs for budget planning. There was some feeling that what is listed as overhead should be studied more closely to see if portions of it could justifiably be attributed to specific program activities. Thorin will investigate and report.

Diamond distributed copies of the 1st quarter 1982 financial report, showing receipts of \$33,530.24, expenditures of \$31,430.23, and total funds held at the end of the quarter of \$67,364.00. Lospinuso distributed copies of a 10-year financial overview, 1972-81, with commentary. It was reported that administrative expenses (overhead) are approximately 36% of program costs; and that Notes accounts for almost two-thirds of all program expenditures.

It was moved, seconded, and unanimously passed, that the president be empowered to appoint an audit committee for an annual audit; this committee to include the treasurer, the fiscal officer, and at least one member of the association not also on the board of directors.

It was moved, seconded, and unanimously passed, that the action of the president taken on 8 May 1982 in signing a 2-year contract with Edwards Brothers for the printing of Notes be ratified.

The following modifications to the budget were moved, seconded, and unanimously passed:

- 2.190 (Newsletter), increased from \$4409 to \$4869.
- 2.253 (Notes), increased from \$66,199 to \$67,799.
- 2.120 (Modern Language Association), increased from \$3800 to \$4470.
- 2.103 (Legislation Committee), appropriated \$600 for travel.

3. Executive Secretary.

Thorin reported that she had visited the office in Philadelphia twice, in March and in June. A 3-page monthly report form to the executive secretary has been designed, and should enable Thorin to better evaluate the Philadelphia performance. Reports to the various editors on stocks of publications will be sent in July, October, February, and June. Progress was reported on the membership directory, and it was hoped that it would be published in the near future. A draft listing of officers, committees, and chapter chairs was circulated to the board, who are requested to send corrections.

A letter from Brent Farber dated 24 May 1982 proposes a surcharge for handling the annual meeting in Philadelphia in 1983. After discussion, it was moved, seconded, and unanimously passed, that the board authorize Krummel, Davidson, and Thorin to negotiate with the Philadelphia office with respect to the 1983 convention as specified in the letter.

4. Legislation Committee, MPA/MLA Joint Committee. Neil M. Ratliff.

A written report from the former dated 19 May was received from Carolyn Hunter, chair. The copyright revision survey (section 108H) is currently being tabulated by Gustave Rabson in Potsdam, New York. At a recent meeting of the MLA/MPA committee, the librarians suggested setting up regional centers to purchase rental scores, which would be very expensive items. MLA could help in locating the specific libraries which would be the centers, and foundation support might be sought. Donald Waxman, Galaxy Music Corp., was positive in his response. Publishers cannot afford to send rental catalogs to any library that asks, and would therefore want a list of designated libraries.

5. Committee matters. D. W. Krummel.

The board discussed the activities of the publications committee, including the unfortunate announcement of the Colorado-based magazine named Notes in our own Newsletter; the printing contract for our journal Notes; possible candidates for the editorship of Technical Reports, and the preparation for publication of the second edition of the Basic Music Library. The board agreed with the president that the automation committee should be disbanded as such, in deference to the pervasive character of computers through many library operations today. The membership of the awards committee was discussed in the light of prospects of appearance of conflict of interest through publications committee assignments. The duties and structure of the public libraries committee was discussed. The president reported on work with Howard Smither, president of the American Musicological Society, on the Joint Translation Center, and on a formal committee (either AMS or joint AMS-MLA) on indexing of current literature about music, following up on the work of our ad hoc committee meeting and report at Santa Monica. The board was apprised of the prospective re-constituting of the RISM committee, in the light of Otto Albrecht's wish to step down from this assignment. The need for a delegate to ANSI Z-39 from within the MLA membership was discussed. The president reported some uncertainties as to the progress of the work of the administration committee, the microforms committee, and the reference and public services committee. The board agreed with the president and vice-president that a special MLA committee on research was probably not now advisable. It was agreed that the recording secretary's duties in matters involving publicity should include announcements in calendars of forthcoming events. Chapter matters were also discussed, notably the revival of a program for funding special chapter activities on the basis of formally submitted applications.

6. 1985 convention site.

It was moved, seconded, and passed (7 affirmative, 0 negative, 2 abstentions) that the 1985 annual meeting be held in Louisville, Kentucky.

7. Education Committee.

The board received a memorandum from Ruth Tucker, chair, reporting progress over the past three years and asking guidance for the future. The matter was discussed, and it was agreed that the president would respond. [This was done on 23 June, and a copy of the response is reproduced as Appendix 1 of these minutes.]

8. Nominating Committee.

Don Roberts is chair of the committee. Board members were requested to send nominations for citations, if any, to him. The consensus of the board reaffirmed that it is not necessary to present citations every year.

9. Archives.

Frank C. Campbell, Joanne Harrar (Director, University of Maryland Libraries), and Bruce Wilson (University of Maryland) joined the meeting for this topic. Discussion was held concerning restructuring the committee, on progress reports, and on a budget. It was hoped that Bennet Ludden might be interested in working on searching out archives. It was moved, seconded, and unanimously passed, that the president be directed to establish a standing committee to be called the Archives Committee. It was moved, seconded, and unanimously passed, that \$475 be appropriated for the work of this committee during 1982.

10.-21. Long-range Plans.

A structured discussion was held, and the president has written a summary report, reproduced as Appendix 2 of these minutes.

23. Constitutional Revision.

A report dated 23 May 1982 was received from the committee, and the president was authorized to report board discussions to the committee for further consideration of matters still open. Other items were acted on by the board as follows:

It was moved, seconded, and unanimously passed, that institutional members be disenfranchised, and that the constitutional revision committee be charged with preparing appropriate language for the November ballot.

[Cancellation of membership] It was moved, seconded, and unanimously passed, that Article III.C.5 be deleted from the constitution, and that the constitutional revision committee be charged with preparing appropriate language for the November ballot.

It was moved, seconded, and unanimously passed, that "regular winter meeting" be changed to "annual meeting," and that the constitutional revision committee be charged with preparing appropriate language for the November ballot.

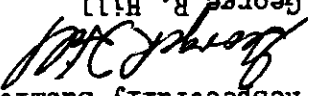
It was moved, seconded, and passed (7 affirmative, 1 negative, 0 abstentions) that the term "chairman" be changed to "chair" throughout, that singular pronouns be made plural throughout, and that the constitutional revision committee be charged with preparing appropriate language for the November ballot.

It was moved, seconded, and unanimously passed, that the phrase "or a business office designated by the board" be added to sections III.C.1, IV.C.2, IV.D.3, IV.E.4, IV.E.5, VI.C, VI.D, X.B, X.C, and that the constitutional revision committee be charged with preparing appropriate language for the November ballot.

24. Handbook Revision.

Olga Buth had circulated sections of the Handbook dealing with each board member's duties, and had obtained comments. At the board meeting, copies of the handbook were available, and members were asked to pass on further comments to her. Discussion concerned the advisability of having the parliamentarian be responsible for the maintenance of the handbook on a continuing basis, on the need for definitions of the status of committees, effective means of dissemination of the handbook, and of the need to develop a preface. Krummel will draft a preface and submit it to Buth. At the next board meeting, it is anticipated that a draft incorporating the revisions will be available for circulation and further discussion.

The meeting was adjourned.

Respectfully submitted,  
  
George R. Hill  
Secretary

# Music Library Association

2017 Walnut Street, Philadelphia, PA 19103 • 215/569-3948

Office of the President

702 West Delaware Avenue, Urbana, Illinois 61801

June 23rd, 1982

Ms. Ruth Tucker  
Cornell University Libraries  
Ithaca, New York

Dear Ruth:

Let me respond to your letter of May 21st, on the basis of discussions at the Board meeting earlier this month:

1. The autonomy of your committee is a matter which we really don't wish to address directly, inasmuch as it would imply a criticism or constraint which is now, and we hope may continue to be, imaginary. As the tradition of workshops continues, special arrangements may be useful to help you function more effectively and comfortably; but for now, the Board feels that we should continue to be guided by the practices that apply to the main conferences themselves. Officially, for instance, the program is to be approved by the MLA Board as its Fall meeting. In fact, this approval has been seen mostly pro forma, and we hope and expect it to continue to be so. You should expect a good deal of autonomy; but even your lucid and exulted President (if the fact be known) has to anticipate the prospect of severe questioning. The better your case, on the face and through the reasoning you have developed to support the case if needed, the more likely the prospects of your enjoying great autonomy.

Meanwhile, I hope you do not feel that a session on small academic libraries has been forced on you. In fact, of course, a number of us (including the immediate past, present, and future presidents all) feel that this topic is extremely timely and important, and that the session will be a very valuable one; but had you come up with an alternative, I am quite sure that the board would have accepted it.

2. A "successful" pre-conference, the Board feels, should not be measured by any financial "bottom line," but rather by less tangible considerations such as stimulation of content and long-range professional impact. It is lovely for you to make a profit; but we could do with some losers that changed and enriched our attitudes better than with the full and insignificant money-maker. For one thing, a reputation for significance will over the long haul do us more good than the immediate funds, however much we need them.

There is some general feeling, meanwhile, that pre-conferences should most appropriately address practical rather than theoretical matters. It would be hard to prove the contention that practical topics attract the registrants who get institutional funding and then stay on for the main conference. But it is implicit in the concept of a "workshop" that highly specific and practical matters would be stressed—hasty presentations by persons in high places based on a theoretical approach to the topic notwithstanding.

3. The Board sees no special reason or means for changing the policy of not supporting membership participation on programs. Our members have always contributed their time and energies, whether through committee work, program assignments, chapter activities, or publications, sometimes with institutional support but often without even that. The anomalies are indeed perverse sounding, for those who want to hear them that way; and ultimately, the rules are once again for you to interpret with your good judgment and subject to Board approval. I think that the general sentiment has been that, in keeping with the concept of a workshop, our own members are almost always the best persons to call on for the programs. Authoritative non-members are to be called on mostly as a means

of introducing perspectives that our own members could not have provided (as was eminently true of Evan Farber) and perhaps secondarily as a means of pulling in a wider audience, i.e. by enabling aspirant music library attendees to point out recognizable names to their supervisors or whatever. Above all, we want you to use your own best judgment. Furthermore, let me remind you that it is always possible to get authorization for extraordinary expenses through special Board action, beginning best perhaps with the Fiscal Officer or President, and following procedures spelled out in the Handbook. Also, you might want to discuss any unusual expenditures with us, so as to have some input into the Finance Committee deliberations at the fall Board meetings.

4. As for expenses incurred in workshop planning, these can also be built into your budget as may be needed. Most of our committee and conference activity is underwritten personally and institutionally, but there is some sentiment within the Board that we should be supporting more committee activity and some enumeration of appropriate expenses might be favorably received, in any event would be very useful for the board consideration.

5. A separate matter should be mentioned. At our last Board meeting, the revision of our 1979 Handbook was discussed, and the prospect of particular committees with recurring activities developing procedural handbooks was suggested. It would be good if the whole topic of pre-conference planning could be the subject of a separate file, one which might be shared by other members of the committee, passed on to successors, made available to the Board so that we know what your activities consist of, and revised over the years. For now let me simply mention the matter.

There are of course many aspects of these matters left unsettled. As a whole, this letter mostly reconfirms the status quo; but if so, it also suggests that there is more flexibility than may have seemed the case, also that we are agreeable to changing the rules as may be needed. Above all, you should perhaps further be given to understand that the attitude of the Board is overwhelmingly one of respect and gratitude for the work that the Education Committee is doing. Essentially our plan should be for us to address your concerns in the long rather than the short range, working closely together in the meantime in terms of the existing practices.

With all good wishes,

Sincerely,

D. W. Krummel

cc, MLA board

# Music Library Association

2017 Walnut Street, Philadelphia, PA 19103 • 215/569-3948

June 18th, 1982

SUMMARY REPORT: Board Session on Long-Range Plans,  
College Park, June 6-7, 1982

At the suggestion of several Board members, an extended discussion of the future of MLA and the role of Board policy in these matters was fitted into our regular Board meeting. Members were asked to read the 1975 Goals and Objectives Committee report and the 1976 Board response to it (Notes, 32/1, pp. 15-30 and 33/1, pp. 45-50), and then to list the items most in need of our attention. After a discussion of about five hours, the various topics were evaluated and ranked as follows:

Topic	Importance (Rank)	Urgency
The function (size & duties) of the MLA Board	4.5	1
Our changing relationship with music publishers	4.2	2
Promotion and development programs	4.0	3
Support for committee activities	4.0	3
Leadership in helping librarians in the field	3.9	5
MLA publications program	3.9	5
Function and future of our Constitution	3.8	7
Rules and procedures in MLA Board activities	3.8	7
Service to the larger music community	3.6	9
Service to other than large academic libraries	3.4	10
An active position on cooperation, retrenchment	2.6	11
Sense of history and procedures in MLA activities	2.5	12

The importance was to be judged on a 5-point scale, 5 for top priority, 4 for high, 3 for middle, 2 for low, 1 for no priority. Urgency also reflects a 5-point scale, 5 for immediate attention, 4 for 1-3 year attention, 3 for 1-5 year, 2 for 1-10, and 1 for continuing. Thus "support for committee activities" and "help to librarians in the field" scored about the same, but the former was deemed to need immediate help, while the latter was seen as a continuing need.

The names and statements on behalf of the topics themselves, of course, are rather cryptically conveyed and poorly understood here. Furthermore, a number of them will be seen to overlap with each other. Even so, several of the most pressing needs of MLA have been identified and are being addressed. For example:

1. Revision, re-thinking, and extension of our Handbook is receiving considerable attention now, as a means of clarifying the duties and function of the Board as well as of our committees.
2. Our relations to MPA need, and are receiving, extensive attention just now.
3. The funding of committee activities needs to be given attention, in two ways: finding the funds themselves, and formulating a program that will enable the priorities to be addressed effectively.
4. The need for finding new members, new Notes subscribers, and new sources of funds is being addressed by two instead of one Board members.

This summary can hardly do justice to a five-hour discussion. Even so, the gist of the event, and the very fact of its existence, does need to be called to the attention of MLA's membership. Comments and observations are most welcome.

Respectfully submitted,  
D. W. Krummel