

MUSIC LIBRARY ASSOCIATION
Minutes of the Meeting of the Board of Directors
Columbus, Ohio, October 4-6, 2002

Friday, 4 October: 2:00-5:15 p.m.; Saturday, 5 October: 8:30 a.m.-6:00 p.m.; Sunday, 6 October: 8:30 a.m.-12:00 pm

Present: Joseph Boonin, Jim Cassaro, Michael Colby (Recording), Virginia Danielson, Laura Dankner, Alan Green, Laura Gayle Green, Neil Hughes, Deborah Pierce, Michael Rogan

The meeting was called to order by President Cassaro at 2:03 pm.

I. Approval of Agenda.

Cassaro proposed the following additions and corrections: Replace Linda Hartig's name with that of Stephen Mantz (VII.D) and add XVC: Reappointment of Special Officers and Editors.

It was moved by Joe Boonin, seconded by Neil Hughes, and carried unanimously that the agenda be approved with the amendments. **Motion**

II. Recording Secretary's Report. Michael Colby

Colby reported that he had distributed via email an interim update to the Index to Board Policies.

It was moved by Alan Green seconded by Laura Dankner and carried unanimously that the minutes of the June 8-10, 2002 meeting (Madison, Wisconsin) be approved as submitted. **Motion**

III. Parliamentarian's Report. Deborah Pierce.

Deborah Pierce reported that there had not been much activity for the Parliamentarian since the last Board meeting. She will be conferring with Dankner about changes to the MLA Calendar. Pierce noted that the Administrative Handbook reads that revisions to the Handbook are sent to the MLA Clearinghouse. This needs to be changed to reflect that the Handbook resides on the MLA website. Discussion of the Bylaws Committee Report was tabled until the next Board meeting.

Alan Green, Assistant Parliamentarian, reported that Matt Gryzbowski of A-R has been working on updating the Activities Roster.

IV. Treasurer/Executive Secretary's Report. Laura Gayle Green.

A. Membership

Total Current MLA Members/Subscribers	
Membership Type	Sum Of Record Counter
Corporate Patron	11
Corporate Member	3
Individual Member	513
Sustaining Member	40
Associate Member	6
Retired Member	100
Student Member	86
Institutional Member	295
Subscriber Individual	14
Subscriber Institutional	515

Gratis	21
Honorary	19
total:	1623
as of 1 October 2002	

B. Budget

FY0102 end of year (but audit will be final EOY)

Income

68.53% (109,119.84) of Dues

96.11% (110,043.76) of Sales

93.23% (87,096.00) of Meetings

274% (685.00) of Placement

84.39% (8,860.67) of Miscellaneous

total operating budget income: 83.57% (315,805.27)

Expense:

67.16% (135,389.48) of Management Services

86.4% (15,372.90) of Program Expenses

73.57% (9,946.68) of Other Member Services

95.72% (113,048.01) of Publications

80.35% (73,405.66) of Meetings

318.72% (5,099.47) of Miscellaneous

total expense: 81.58% (368,675.20)

operating deficit of: -52,869.93

Donations:

Other Income			
	E7.0 · Endowments		
		E7.04 · Notes Endowment	10,872.33
		P8.0 · MLA Fund	4,023.50
	Total E7.0 · Endowments		14,895.83
	S6.01 · Contribution		7,019.65
	S6.03 · Awards		
		S6.031 · Gerboth	714.00
		S6.032 · Duckles	684.00
		S6.033 · Epstein	1,005.75
		S6.034 · Freeman	1,145.75
	Total S6.03 · Awards		3,549.50

Total Other Income			25,464.98
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Year to date:

Income

55% (61,393.00) of Dues has come in
 31% (42,018.08) of Sales has come in
 a little in the other budget income categories has come in for a total of:
 27.75% (103,731.58) in income year to date for FY0203.

Expense

29.87% (43,035.14) of Management Services has been expended
 70.15% (11,252.70) of Program Expenses has been expended
 19.89% (2,342.74) of Other Members Services expended
 15.7% (17,114.16) of Publications expended
 34.91% (2,025.00) of Miscellaneous expended
 19.95% (75,852.91) total expense

Donations to date: 3,310.00

Other Income/Expense			
Other Income			
E7.0 · Endowments			
E7.04 · Notes Endowment			1,200.00
P8.0 · MLA Fund			395.00
Total E7.0 · Endowments			1,595.00
S6.01 · Contribution			755.00
S6.021 · Contribution--Restricted			25.00
S6.03 · Awards			
S6.031 · Gerboth			150.00
S6.032 · Duckles			195.00
S6.033 · Epstein			215.00
S6.034 · Freeman			375.00
Total S6.03 · Awards			935.00
Total Other Income			3,310.00

Net income: 31,188.67

C. Other details

Most files (both physical and virtual) have been transferred to Nancy Nuzzo. The Scarecrow Press report has been received. Proofs for the new MLA Membership Handbook have been received. An Electronic Handbook testing group will be formed. Among others, this group will include some of the more vocal members on this subject as identified at the Las Vegas open meeting on the subject. Several Corporate Members have upgraded their membership to Corporate Patron. Non-renewals total 453 in all categories. This includes 226 Institutional Members and Subscribers, many of whom operate through subscription agencies, and their renewals are expected shortly. On October 1, T/Ex asked A-R Editions to

generate a non-renewed list for lost sheep contacts, etc. A check was cut for \$5,000 transfer to the MLA Fund representing the bulk of the surplus from the Las Vegas meeting.

Laura Gayle Green was thanked for her report.

V. Vice President's Report. Laura Dankner.

Dankner wanted to ensure that the minutes reflected thanks to Ralph Papakhian for his help with the Chapter Listserv, as it aids in the accuracy of this important means of communication with the chapters.

She noted that when new members join The Association, the chapter in which they reside is being notified by A-R. She also noted that there is an error in the Calendar regarding chapter reports.

Chapters receiving grants from MLA have been notified. Reports from the chapters on their grant-funded activities are due to the President in the spring of 2003. She mentioned that the due date for chapter grant applications should be changed in the Calendar to May 15.

She has been working on the checklist for chapter chairs and will distribute it to the Board prior to the next meeting. She is also working on a checklist for the Vice President/Past President. Plans are in the offing to visit several chapters. She noted that a new chair is needed for the Best of Chapters program; this program is under the purview of the chapters.

VI. President's Report. Jim Cassaro.

Cassaro reported on the many tasks he has accomplished. Letters of thanks have been sent to all the donors from the Las Vegas meeting who gave over \$100. He will send letters to donors who gave with their dues renewal shortly. All the appointment letters that were outstanding have been sent. New members have been appointed to the Joint Committee on RILM. He has notified Steve Wright of the deadline for a complete draft of *Cataloging Sheet Music*. A letter of thanks was sent to Don Roberts for his noteworthy service as Convention Manager and many years of service to The Association and the profession. Candice Feldt was appointed as an ex officio member as a liaison between the Membership Committee and Outreach Subcommittee of the Education Committee.

An alternate representative to NISO still needs to be appointed. He has been in touch with Carol June Bradley about the research award and things are moving forward. It was noted that Alan Karass is nearing the end of his term as Publicity Officer; Cassaro will inquire if he is willing to serve another year. A search committee for that office will need to be appointed in the near future. He also noted that he has received several requests for permission to link to the MLA copyright website.

VII. Editors' Reports.

A. Basic Manual Series.

The Board reviewed the report submitted by Jean Morrow. The Board is quite pleased that this series is productive. The first volume is selling well. In order to ensure that ads for these titles appear in *Notes*, Laura Gayle Green will contact Susan Dearborn about updating the advertising copy.

Profuse thanks were extended to Jean Morrow.

B. Index and Bibliography Series.

The Board reviewed the report submitted by Mark Palkovic. The Board will deal with the royalties issue soon.

The Board sincerely thanked Mark Palkovic for his hard work.

C. Music Cataloging Bulletin.

The Board reviewed the report submitted by Michelle Koth. The Board looked favorably on her suggestions regarding back issues; Laura Gayle Green will confer with A-R regarding inventory and management costs on back issues. **It was moved by Joe Boonin, seconded by Virginia Danielson, and carried unanimously that Michelle Koth provide A-R with copies of the last five years of the *Music Cataloging Bulletin* for provision on demand.**

The Board thanked Michelle Koth for her work.

D. Newsletter.

The Board reviewed the report submitted by Stephen Mantz. Michael Rogan advised the Board that the *Newsletter* editor has much more flexibility regarding design and layout than the *Notes* editor does. The Board supports Mantz's exploration of a new layout firm for publication. It was remarked that clarification is needed in the calendar regarding the Annual Reports; one report is to the Board and another is for the *Newsletter*. For next year, Stephen Mantz will be asked to put notice on MLA-L when the

Motion

Annual Reports are published. For this year, the reports will be done as last year. The Board approved the polling of potential advertisers for their opinions on the HTML version of the *Newsletter*.

The Board thanked Stephen Mantz for his report.

E. Notes.

The Board reviewed the report submitted by Linda Solow Blotner. The reception planned for the joint AMS/SMT meeting was discussed; Laura Gayle Green said she believed that the funding for it was to come from the *Notes* travel line.

The Board congratulated Linda Solow Blotner on her continued success with the publication.

F. Technical Reports.

The Board reviewed the report submitted by Steve Wright.

The \$580 requested by ALA for reprinting sections of AACR2 in the proposed sheet music cataloging title was discussed. Alan Green suggested that we offer ALA some form of in-kind compensation instead, such as free use of the mailing list or advertising in *Notes*. The Board liked this suggestion and Cassaro will ask Steve Wright to pursue this with ALA.

The proposal for a new edition of *Careers in Music Librarianship* was discussed. Cassaro noted that the Board had stipulated that the data from the personnel survey was never to be published. In addition to the concerns the Board had at the time the survey was completed, at this point the data is quite dated. The Board remains enthusiastic about the new edition, but given the short time frame would like to see the plan narrowed; a tighter focus and a reduction in the number of contributors was suggested. Virginia Danielson felt it important that the contributors must be established experts in their topic. Alan Green suggested that Paula Elliot confirm her ideas for contributors with the series editor.

Cassaro thanked Steve Wright for his thoughtful work.

G. Web.

No report.

VIII. Special Officers' Reports.

A. Advertising.

No report.

B. Convention Manager.

The Board reviewed the report submitted by Gordon Rowley. Michael Rogan inquired as to what progress has been made on the Convention Manual; it was not known at the time.

Cassaro thanked the Gordon Rowley for his diligent work and for serving another year to assist in the transition.

C. Placement Officer.

The Board reviewed the report submitted by Renée McBride.

Cassaro thanked Renée McBride for her work and remarked that she has performed wonderfully in this capacity.

D. Publicity Officer.

No report.

E. Management Services.

No report.

IX. Reports of Standing Committees.

A. Development/Marketing.

The Board reviewed the reports submitted by Ruthann McTyre and Leslie Bennett. In response to the question regarding requests for the logo, it was determined that requests should go to A-R. In planning for The Association's upcoming 75th anniversary, the Board liked the ideas of a commemorative poster and quotes from celebrities about music libraries. Cassaro will ask Ruthann McTyre to pursue these ideas. The Board addressed the question about pricing mailing tubes. **It was moved by Virginia Danielson, seconded by Michael Rogan and passed unanimously to raise the price of mailing tubes to \$4.00.**

Motion

The question of photos from meetings was discussed. Alan Karass, Judith Pinnolis and Gerry Szymanski have all been taking photos. Cassaro will instruct Leslie Bennett to contact them about photos and to suggest guidelines for submitting photos to the website.

Nancy Nuzzo reported that about 80 "Duckles daggers" remain in inventory and raised

the question of what to do with them. **It was moved by Joe Boonin, seconded by Michael Rogan and approved unanimously that information on Vincent Duckles' significance to the profession be added to the boxes, the daggers should be given to first time attendees at the next annual meeting and any remainder should be sold at the MLA Shop at \$20 each, with proceeds to benefit the Duckles Award Fund.**

Motion

The Board thanked Ruthann McTyre and Leslie Bennett for their report.

B. Education.

The Board reviewed the report submitted by Deborah Pierce.

The Board was pleased with the progress made by the committee. It was reported that Candice Feldt was appointed as a liaison between committees (as reported in VI, above). The proposal for an "Ask MLA" session was discussed. Of the two proposals, the Board preferred the "How to Get Published" session. A broader scope, not limited to publishing within MLA, was favored. For the constitution of the panel, it was suggested to get the exhibitors involved and to focus more on editors than authors. **It was moved by Virginia Danielson, seconded by Michael Rogan and passed unanimously to approve the "How to Get Published" session, with emphasis on editors over authors, including all MLA editors and exhibitors who have editors present at the annual meeting. The \$150 requested for speakers will not be needed.**

Motion

Next, the pre-conference Information Literacy Workshop proposal was discussed. It was found desirable to adjust the registration fee to decrease the number of registrants needed in order to break even. A fee of \$65 for members and \$80 for non-members would bring the minimum number of registrants to 30. **It was moved by Michael Rogan and seconded by Joe Boonin and passed unanimously that the Information Literacy Workshop be approved with the adjustment to the registration fee.**

Motion

The proposal for a video on equipment maintenance was discussed. The Board was in favor of the project and wondered if Scarecrow Press or A-R Editions could do production. Jean Morrow will be asked to approach Scarecrow and Debbie Pierce will check with A-R Editions.

Cassaro thanked Deborah Pierce for her report, with special appreciation for her willingness to chair this committee while also serving on the Board.

C. Finance.

The fiscal year 2002-03 budget was reviewed to date. Several overages from the 2001-02 budget were presented for Board approval. **The Board unanimously approved the recommendation of the Finance Committee that the Board approve overages in the following expenditure lines: 6.06, 6.07, 7.03, 8.06, 9.03, 9.09, 11.0.**

Motion

The Finance Committee will revisit the question of the MLA Clearinghouse in the future to determine whether to continue to track the monies in the budget.

The Board reviewed the MLA convention budget for the Austin, Texas meeting submitted by Convention Manager Gordon Rowley. An exhibitor had offered to fund and maintain the e-mail stations at the Conference; "give-backs" for this donation might be negotiated. Consequently, a tech support line will not be needed in this convention budget, but it will be retained in case of future need. The possibility of corporate underwriting of the e-mail stations for this meeting was raised. The hotel in Austin has stipulated that any information given about the hotel must be vetted through them. There is a need to develop a list of corporate (or other) funding opportunities related to the Conference and this should be done in conjunction with the Local Arrangements and Development Committees and become part of the Convention Manual. Alan Green expressed his concern that the student registration fees should be reduced in order to attract more students to the convention and, it is hoped, to the profession. It was decided to lower the student registration fee to \$55. Cassaro will notify library school liaisons of the fee reduction.

The Board unanimously approved the recommendation of the Finance Committee to accept the Convention Manager's budget for the 2003 Austin meeting, with student fee amended to \$55.

Motion

The Fiscal Policies Handbook will reflect the mechanism by which awards are to be paid.

The Board unanimously approved the recommendation of the Finance Committee that chapter grants must be in round numbers in increments not less than \$50. Dankner will remind the chapters.

Motion

The Board unanimously approved the recommendation of the Finance Committee that the first thirty thousand dollars (\$30,000) of money recouped from the bank shall be used to repay the Association's Endowment Funds.

Motion

1. Investments Subcommittee.

The Board reviewed the report submitted by Jane Gottlieb.

Jane Gottlieb will be instructed to send weeded files to Phil Vandermeer. In order to establish the staggering of terms of the two members at large of the subcommittee, Leslie Andersen will revolve off the committee after the Austin meeting and Eunice Schroeder will revolve off after the Crystal City meeting.

The Board thanked Jane Gottlieb for her report.

D. Membership.

No report was received. Laura Dankner expressed her concern over the lack of a report. The Board is also still awaiting a recommendation for the coordinator of the New Members' Forum; Cassaro will inquire about this.

E. Nominating Committee

The Board reviewed the report submitted by Philip Vandermeer.

It was moved by Alan Green, seconded by Michael Colby and approved unanimously to accept the slate as presented by the Nominating Committee.

Motion

It was moved by Joe Boonin, seconded by Virginia Danielson and passed with one abstention to accept the recommendation to award the MLA Citation and the Special Achievement Award.

Motion

Cassaro thanked Vandermeer for chairing this important committee.

F. Program Committee.

1. Austin Program.

The Board reviewed the report submitted by Ken Calkins.

It was noted that the roundtable formerly known as New Members is now the New Members' Forum. This meeting needs to be added to the program. A demonstration of the membership database by Matt Gryzbowski of A-R also needs to be added. Switching the time for the Investments Subcommittee with that of Publications on Wednesday should be looked into.

Thanks and congratulations were offered to Ken Calkins for his jumping into this role at the last minute.

2. Austin Local Arrangements Committee.

The Board reviewed the report submitted by David Hunter.

It was observed that no tours were listed in the program or the budget. Michael Rogan will check with Gordon Rowley regarding this. Michael Rogan will also ask David Hunter to check with the Austin hotel about accommodating the Brass Blast at the meeting and about coordinating the timing of the costume contest with the MLA Big Band. Overall, the program appears to be in good shape.

The Board thanked David Hunter for his work so far.

3. Crystal City Program.

No report.

4. Crystal City Local Arrangements Committee.

No report.

G. Publications.

The Board reviewed the report submitted by Publication Chair Karen Little.

The JSTOR agreement was reviewed by the attorney for MLA, who suggested some revisions. This agreement is now in the hands of JSTOR.

Thanks were extended to Karen Little for agreeing to chair this committee.

X. Reports of Special Committees.

A. Awards.

1. Epstein

The Board reviewed the report submitted by Vincent Pelote.

It was moved by Laura Dankner, seconded by Michael Rogan and approved unanimously to accept the recommendation of the committee for the Dena Epstein Award.

Motion

Cassaro thanked Vincent Pelote for his efforts.

2. Freeman

The Board reviewed the report submitted by Linda Barnhart.

The Board discussed the request to increase the amount of money available for the award and concluded to adhere to the amount approved at the budget meeting. **It was moved by**

Motion

Virginia Danielson seconded by Michael Rogan and passed unanimously to accept the recommendation of the committee for the recipients Kevin Freeman Award, with the amounts given to be \$665, \$750 and \$335.

Cassaro thanked Linda Barnhart for her efforts and especially for her detailing guidelines for future chairs.

3. Gerboth

The Board reviewed the report submitted by Marjorie Hassen.

It was moved by Joe Boonin, seconded by Virginia Danielson and passed unanimously to accept the recommendation of the committee for the Walter Gerboth Award.

Motion

The Board thanked Marjorie Hassen for her report.

4. Publications

The Board reviewed the report submitted by Mark McKnight.

Alan Green expressed his concern over the trend that this award is moving away from recognizing music librarianship to a more musicological nature. **It was moved by Michael Colby, seconded by Neil Hughes and passed unanimously to accept the recommendation of the committee for the Publications Award.**

Motion

Cassaro thanked Mark McKnight for his efforts.

5. Special Achievement

See IX.E.

B. Administration.

The Board reviewed the report submitted by Robert Acker.

Cassaro thanked Robert Acker for his work.

C. Bibliographic Control.

The Board reviewed the report submitted by Matthew Wise.

The Board missed receiving the detailed reports of the BCC and its subcommittees.

Cassaro thanked Matthew Wise for keeping The Association bibliographically controlled.

D. Legislation.

The Board reviewed the report submitted by Bonna Boettcher.

Cassaro thanked Bonna Boettcher for her report.

E. Preservation.

No report.

F. Public Libraries.

No report.

G. Reference and Public Services.

The Board reviewed the report submitted by Kathy Abromeit.

It was suggested that the committee collaborate with the Personnel Subcommittee on the support staff training project.

The Board thanked Kathy Abromeit and all the subcommittees for their sincere and thoughtful work.

H. Resources Sharing and Collection Development.

No report.

XI. Joint Committees.

A. AMS, Joint Committee on RISM.

The Board reviewed the report submitted by John Shepard.

Cassaro will contact Robert Judd about AMS support for MLA members who travel to the Joint Committee on RISM meeting.

Cassaro thanked John Shepard for his report.

B. Archives, Joint Committee with the University of Maryland.

No report was received. The Board has received no response regarding the subvention subsequent to the budget meeting.

C. MPO/MOLA/MLA.

The Board reviewed the report submitted by John Shepard.

Cassaro stated that he hopes to attend the next meeting.

Cassaro thanked John Shepard for his report.

C. RILM/US Office.

The Board reviewed the report submitted by Dan Zager.
The Board was pleased to see that long range planning was moving forward.
Cassaro thanked Dan Zager for his report.

XII. Representatives to Other Organizations.

A. ALA.

No report was received. Cassaro reported that Jane Gottlieb is planning to step down as ALA Representative.

B. NISO.

The Board reviewed the report submitted by Mark McKnight.
Cassaro thanked Mark McKnight for his report and for keeping the Board informed on standards.

XIII. External Liaisons.

A. MOUG.

No report.

B. Organizational Liaison Committee.

No report.

XIV. Old Business.

A. Program Scheduling Issues.

Michael Rogan presented a report he had prepared in follow-up to a previous Board discussion on conference program planning. The report contained some background information on programs over the past several years. It then went on to raise some questions: What steps should be taken—and when—in reshaping the annual program? How does the annual meeting serve the Association?

Cassaro suggested this framework for the discussion:

1. What do we want from the program?
2. How do we get there?
3. What are the external factors that put pressure on the program?

“What do we want?” was addressed first. It was desirable to give the program some breathing room, perhaps by some streamlining. At the same time, there should be no reduction in opportunities for individuals to participate in the program. It would be advantageous to put a mechanism in place that would facilitate the smooth creation of the meeting and would relieve some of the pressure involved in planning the program. The meeting should remain as affordable as possible. Overlapping of important sessions should be decreased. An attempt should be made to balance between trendy, cutting edge, hot topics and the traditional. Plenary sessions should have a broad appeal and there should not be a requirement for a plenary focused on local music of the meeting venue. There should be collaboration between the committees, roundtables and the plenary session; plenary sessions should only be scheduled as needed and not by custom. Also, do sessions need to be as long as they are currently scheduled? A need remains for the annual meetings of various special interest groups within MLA, e.g. regional chapters and systems user groups.

The Board next looked at “How do we get there?” The Board and/or an appointed task force could work to create a mechanism that would provide clearer guidelines for the conference budget process. A program committee could be created based on the current practice or as some kind of elected body. Currently, the program chair rotates off just as s/he begins to fully comprehend the role. A program officer position (possibly elected or appointed from the Board) could be created. A greater emphasis should be placed on joint sponsorship of programmatic sessions. The program might be divided between a fixed business period and a programmatic period. A competitive system could be put in place for gaining slots in the program. The role of affiliate organizations should be explored. The conference welcome might be moved from the opening plenary to opening remarks prior to the opening reception, similar to how IAML does it. We should take full advantage of existing and emerging technology, while keeping in mind that the technology should be appropriate to the intended result. Where responsibility is given, accountability should be expected; members and committees should be given a range of options by which to accomplish their work. There should be no radical change; any new system should be phased in.

Finally, outside factors that put pressure on the program were identified. If the conference were to be streamlined in such a way as to appear less busy, members might anticipate a reduction in fees.

Outside groups, such as MOUG and IAML-US, could meet adjacent to or in conjunction with the conference. A broader range of hotels might be able to accommodate our conference if it were less meeting-intensive.

In order to get as much participation by the membership as possible, a Town Meeting on planning the annual meeting will be held at the Austin meeting. Michael Rogan will facilitate it, structured around the three questions outlined by Jim Cassaro above. In preparation for this session, information on how other organizations (e.g. ALA, ARLIS) plan their programs should be obtained. It would be ideal to maximize input by the membership and care will be taken to let the discussion be shaped by the audience; the dialog will not be lead by the ideas that arose from this Board discussion. Nancy Nuzzo and Michael Rogan will compose a “tickler” to be posted on MLA-L prior to the Austin meeting to stir interest and encourage participation in the Town Meeting by the membership.

It was moved by Joe Boonin, seconded by Laura Danker and approved by acclamation that the appreciation of the Board for Michael Rogan’s guidance in this process be duly noted.

Motion

B. Legal Issues.

Cassaro shared a letter he had received from MLA’s counsel, Kathryn Goldman. The bank’s position is that the statute of limitations has run out on most of the money in question. The remaining amount is around \$37,000. Counsel has asked the bank to see all of the checks from this period, in hopes of raising the amount. She believes the bank’s position on the statue of limitations is weak, but further pursuit could prove to be very time consuming and increase the Association’s contingency expenses, likely by a considerable amount.

C. Reappointment of Special Officers and Editors.

It was moved by Joe Boonin, seconded by Virginia Danielson and passed unanimously to reappoint all the special officers and editors.

Motion

XV. New Business.

A. Strategic Financial Planning Discussion.

The Finance Committee presented the Board with a detailed document to serve as a template outlining the many issues to be addressed in discussing strategic financial planning for the Association. It was noted that this topic related to Initiative IV of Plan 2001, “Enhance the effectiveness of the Association's internal organization and operations.” The timetable in the document called for the Board to provide a framework at this Board meeting, to invite others to add to the document before the Austin meeting, to distribute the results of this Board discussion and to invite comments from: 1) Development, 2) Investments, 3) a representative from membership, 4) editors and 5) the Program Committee. The issues outlined in the document were: management, development, membership, sales and programmatic issues.

Management

Discussion of management divided into professional management and internal management concerns. The discussion opened with the question: What is A-R not currently doing that we would like them to do? The following suggestions were made: Consolidation of MLA websites on a common server (currently various sites [e.g. WOREP, Copyright] are mounted on different servers from the main MLA site). Professional convention management (this could be a separate firm from A-R). Web editing: The MLA editor is responsible for the content, but A-R could take on the daily maintenance, including such things as the layout of the newsletter. A-R could absorb clerical tasks, such as thank you letters and distribution of documents (e.g. Board packets).

Internal management issues were: Rethinking the current configuration of the Board, including terms and positions (e.g. one Board member could be made chair of the Program Committee.) Having the Board focus more on strategic planning, with terms more appropriate to the fiscal planning cycle. The Finance Committee could be reconfigured to include representatives from the membership and not be limited to Board members. (Current configuration of the Finance Committee is given in Article VI, Paragraph D of the Constitution and By-laws and section V.H.4 of the Administrative Handbook.) Investigate electronic publishing more fully, including revenue producing publications as well as working documents of The Association. Further exploration of the impact of electronic publishing on MLA’s participation in related projects (e.g. RISM, RILM) should be made; MLA should ideally be a leader in these projects. Reinvestigate live internet connections at conference program sessions; have the Convention Manager investigate internet connectivity at the point of hotel selection and contract negotiation.

Development

There was much discussion about development. Questions regarding forming a capital campaign included how much start up cash would be needed, maintenance of a donor database and considerations of what we would do with it. It was hoped that development initiatives would make it possible to fund programmatic activities and the operating budget from dividends. Engaging the services of a professional fundraiser was discussed; questions arose as to need, identification and affordability. A suggestion was made as to a honorary board; this might function something like a “Friends of Music Libraries” group. Other questions speculated on the impact of public relations (e.g. awards, grants) on development needs and how to manage any revenue that might be raised by development initiatives. A clear articulation of the Association’s mission and goals could serve as a springboard for development. Other ideas included locating a major donor to sponsor the annual meeting, creating a wish list for sponsorship (e.g. “Ten Creative Ways of Giving to MLA”) and how the role of the President might change as a result of development initiatives. Also mentioned was marketing our expertise as a way of increasing revenue, such as through the sale of items like the Basic Manual series; this might also help to counteract the increasing perception that subject specialists in libraries are not important or that anyone can do just about anything regardless of their training and skills in a particular subject.

Membership

Regarding the membership issue, it was agreed that if membership continues to shrink we would work with what we have. New membership categories were considered, such as one for paraprofessionals, a *Notes*-less membership and one for non-music specialists responsible for music in their jobs. New categories could have an effect on programs and fund-raising activities; more training programs could result and, in an effort to take the training to where it is needed, chapters might need to take on this responsibility. Concerning mentoring, the creation of an effective mentoring program on both the Association and chapter level was mentioned; this could utilize connections with library school programs and field placement opportunities. A guest speaker program could be created for library schools. We should consider working with other organizations as advocates for subject specialists in libraries. The Association could get more involved in documenting core competencies and in accreditation. The relationship of the chapters to the national organization will need to be considered in many areas involving membership. A method should be found for retaining the expertise of early retirees. Finally, a scholarship fund for library school students could be established, but this would need careful construction so as not to compromise other fund-raising efforts.

Also relating to the membership issue is the dues increase cycle. A pattern of shorter periods between increases has been seen. Would a dues increase cover present (and inflation-adjusted) operating expenses? The reasons for an increase need to be examined; in the past, operating budget shortfalls were often the result of poor sales figures. It would be important to consider the psychological aspect of a dues increase as well as other ways of raising revenues. Raising dues could be thought of in the way higher education looks at tuition increases—in the context of the full income picture. Looking at this picture shows that sales and dues produce approximately two-thirds of our income and programmatic costs equal roughly two-thirds as well; the annual meeting supplies the remaining income, while management costs fill out the expenses. Examinations of the budget should anticipate special needs and pressures on the Board and explore the creation of a contingency fund to alleviate such pressures.

It was agreed that this discussion left MLA in a good place. Strategic planning produces positive results. It should remain a focus of the Association’s efforts.

B. Corporate Resolution.

The Board unanimously approved the resolution of the Finance Committee that Treasurer Nancy Nuzzo and Vice-President/President-Elect Laura Dankner be authorized to maintain MLA’s financial accounts and conduct financial transactions on MLA’s accounts with the Associated Bank, Fidelity Investments, the Calvert Group, and the Parnassus Fund.

Motion

XVI. Adjournment

The appreciation of the entire Board was expressed to Alan Green for all his efforts in hosting the meeting.

It was moved by Neil Hughes, seconded Joe Boonin and carried unanimously carried to adjourn the meeting at 11:55 a.m.

Motion

Respectfully submitted by Michael Colby, Recording Secretary.

Appendix I. New Policies Adopted by the Board.

1. Requests to use MLA logo should go through A-R (IX.A)
2. Of monies recouped from the legal action, the first \$30,000 will go to repay the MLA endowment funds (IX.C)

Appendix II. List of Actions to be Taken.

	Action	By whom	By when
1.	Ask Alan Karass to serve another year as Publicity Officer	Cassaro	Done
2.	Appoint new chair for Best of Chapters	Cassaro	Soon
3.	Contact Susan Dearborn to ensure that recent MLA publications appear in forthcoming advertising	Laura Gayle Green	Soon
4.	Check with A-R on costs for inventory management of back issues	Laura Gayle Green	Soon
5.	Ask Steve Wright to approach ALA about in kind compensation for quoting AACR2 instead of cash payment	Cassaro	Soon
6.	Ask Ruthann McTyre to pursue celebrity quotes and possible poster for MLA's 75 th anniversary	Cassaro	Done
7.	Ask Leslie Bennett to contact Judith Pinnolis, Gerald Szymanski and Alan Karass regarding photos for website—and to suggest guidelines about submission of photos for the website	Cassaro	Done
8.	Approach Scarecrow Press about video production/publication	Jean Morrow	Done
9.	Approach A-R Editions about video production/publication	Debbie Pierce	Done
10.	Contact Gordon Rowley about tours at Austin meeting	Michael Rogan	Soon
11.	Ask David Hunter to check with Austin hotel about accommodating the Brass Blast at the meeting	Michael Rogan	Soon
12.	Ask David Hunter about coordinating the costume contest with the MLA Big Band	Michael Rogan	Soon
13.	Notify Library School Liaisons about the reduction in student registration fees for Austin	Cassaro	Soon
14.	Remind chapters about chapter grant applications	Dankner	Soon
15.	Contact Robert Judd about AMS support for MLA members travel to Joint Committee on RISM meeting	Cassaro	Soon
16.	Create tickler regarding the Town Meeting on annual meetings for distribution on MLA-L prior to the Austin meeting	Michael Rogan & Nuzzo	January