Monday 7 February, 1:10pm-5:30pm (Finance and Planning Committees); Tuesday 8 February 9:03am-5:07pm; Wednesday, 9 February 9:05am-11:58am; Saturday 12 February 10:45am-11:35am; Sunday 13 February 8:41am-11:02am

Present: Linda Blair, Pamela Bristah (recording), Susannah Cleveland, Linda Fairtile, Stephen Mantz, Jerry McBride, Ruthann McTyre (presiding), Jenn Riley, Michael Rogan, Cheryl Taranto, Liza Vick

Guests: Bonna Boettcher (VIII.B.), Daniel Boomhower (all), James Cassaro (all), Kirstin Douglas (all), Laura Gayle Green (VIII.B), Jon Haupt (VII.I), David King (XIV.C), Laurie Sampsel (all), Holling Smith-Borne (XIV.C), Patrick Wall (VIII.F), James Zychowicz (VIII.F)

The meeting was called to order by Ruthann McTyre.

I. Approval of Agenda
   It was moved by Linda Fairtile, seconded by Cheryl Taranto, and carried unanimously that the agenda be approved as amended.

II. Recording Secretary’s Report. Pamela Bristah
   It was moved by Susannah Cleveland, seconded by Stephen Mantz, and carried unanimously that the minutes of the Board meeting held in Iowa City, Iowa, September 15-17, 2010 be approved as amended.
   It was moved by Pamela Bristah, seconded by Liza Vick, and passed unanimously to ratify the emergency votes taken between Board meetings: to approve the recommendations of the Freeman Award Committee; to approve the recommendation of the Copyright Web Editor Search Committee; to approve the membership of the Local Arrangements Committee for Nashville, 2014; and to approve the recommendation of the Technical Reports and Monographs in Music Librarianship Editor Search Committee.

III. Parliamentarian’s Report. Stephen Mantz
   The membership will vote on constitutional amendments should the IAML-US/MLA merger be approved, along with other constitutional amendments: to rename the Treasurer/Executive Secretary position; to establish an assistant to that position; to approve Board voting between meetings; to approve Board creation of MLA membership categories within established membership classifications; and to remove language that implies elections must be carried out by post rather than electronically.
   Mantz prepared a draft of the proposed amendments to the Constitution and Bylaws, preceded by a summary of the changes as required by the Constitution, and followed by the proposed additions and deletions, as well as a “clean” version of the Constitution and Bylaws.
   If the amendments are approved, the Board may choose to remove the subcategory of Sustaining Member in the Institutional classification, as MLA no longer has any institutional sustaining members; and, the Board will still be able to take emergency action votes between meetings for issues that require a very short turn-around. In the proposed changes, the “Personal” classification will be renamed “Individual.”
   Pending membership approval, the Board voted unanimously to amend the Constitution and Bylaws to accommodate the merger of IAML-US and MLA, as outlined in the proposed amendments.
   The Board voted unanimously to provide a ballot to the membership to amend the Constitution and Bylaws to 1) change the title of "Treasurer/Executive Secretary" to "Administrative Officer;" 2) create the position of "Assistant Administrative Officer" and add it to the Board of Directors; 3) establish membership classifications and authorize the Board to create and manage the membership categories within those classifications, as amended; 4) authorize the Board to vote and take action outside of regularly scheduled Board meetings; 5) eliminate two references to distributing ballots and notices of meetings by mail (Articles IV.C.1 and VII.D.) and clarifying the date by which ballots of constitutional amendments should be distributed (Article X.B).
   The ensuing Administrative Handbook revisions will be done after the ballot; Mantz has a draft of the revisions. Reformattting the handbook as a set of web pages will allow policies that apply to multiple committees, special officers, and others to be stated once and linked to as needed, making the handbook much easier to update.
Revisions need to be coordinated with the Administrative Structure site and the Finance Committee’s revision of the Fiscal Policies Handbook, to keep the documents in sync. The Board does not need to approve changes in the Administrative Handbook, but changes do need to be submitted to the Board, for the record.

IV. Treasurer/Executive Secretary’s Report. Michael Rogan

Additional funding will be needed in FY 2012 for printing brochures. Rogan will request advice from the auditors regarding reclassifying MLA’s permanently restricted funds as temporarily restricted funds, while retaining the award functions for which they were donated.

Data used in this report comes from the 2nd Quarter Reports of FY2010-2011 as of 31 December 2010, the close of the calendar year.

Budget

Ordinary Income at the close of Q2 totals $301,045.59, which is 68.95% of the budgeted amount of $436,640.00 for Fiscal Year 2010-2011. First Quarter income was primarily from Dues (see my report to the Board for the Iowa City meeting. Second Quarter income is primarily from Convention registration, fees, and contributions. Convention income as of 31 December (the early registration deadline) was $139,751.00, with another 5 weeks before the annual meeting – it is highly likely that the budgeted income for the convention of $155,000 will be met.

Third and Fourth Quarter income will be when MLA receives the bulk of its Notes royalties; as of 31 December, $1,137.77 had been received, or just 1.26% of our budgeted Notes royalties income.

Total Operating Expenses at the close of Q2 amount to $170,278.77, or 34.56% of the total budgeted amount of $492,721.00 for FY2010-2011. Although the fiscal year may be half over, expenses are generally higher in the second half of the year for MLA, because of the convention in Q3, and Board, Officer, and Committee Travel in Q4. We are still challenged to be vigilant to remain within our FY 2010-2011 budget.

Investments

Investment accounts as of the close of calendar year 2010 were at a total value of $858,829.35. This includes unspent Board Designated Assets totaling $48,942.03.

Award Fund totals at 31 December remain the same as they were reported for September 30th – the figures do not include donations and income from the first two quarters of the new Fiscal Year. The delay has been intentional, while discussion about Permanently Restricted investments has been ongoing with MLA’s auditors at SVA.

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Membership

See the MLA Annual Business Meeting report.

Publications

Rowan & Littlefield, the parent company of Scarecrow Press, has provided MLA with end-of-calendar-year 2010 sales and inventory figures. Including sales from our co-published A-R titles, monographic series income totaled $4,559.00 for 2010.

MLA established a distribution contract with Rowan & Littlefield for remaining Scarecrow/MLA inventory in November 2010.

Audit

SVA completed the FY2009-2010 audit as well as the 990 tax return for the same period. The complete financial report will appear in the June 2011 issue of Notes. An abbreviated statement will appear in the 2010 Annual Report.

V. Vice President/President Elect’s Report. Jerry McBride
McBride collected membership lists from all MLA chapters and provided them to the Treasurer/Executive Secretary to recruit new national members; contacted ARSC regarding how they record their conference sessions; they hire an audio-visual firm to record them, at major expense, and a member edits the recordings and puts them online; and worked with the Archives Task Force.

ARSC uses an outside a/v company for recording rather than the hotel’s services, because the hotel charges nearly twice as much and the staff is not as skilled. This is a major point in hotel negotiations requiring a clause in the contract. Recording requires a full-time technician for each room, and the company supplies all of the audio equipment. The audio files are then sent to an ARSC member who is paid to prepare them for the web site. The program proposal form sent to the Program Chair contains a release statement to be signed by the presenter that allows ARSC to record and post sessions to the internet. There is an opt-out checkbox for those who do not or cannot give permission. Receiving permission early in the process has been very helpful. The a/v costs for ARSC in 2010 in New Orleans for two rooms was $4,650.

VI. President’s Report. Ruthann McTyre

It has been another busy year for MLA. One of the most significant changes for us was the move to electronic voting last fall. Along with that was announcing the election results right after that tabulation of the votes.

Another electronic voting opportunity could follow this spring, pending the results of the IAML-US Merger vote at this meeting. This spring vote will center on changes to the Constitution brought on by the proposed merger.

The Strategic Planning Task Force has done a great job in framing our collective discussion about the future, both short and long-term, of MLA. The town hall meeting in Philadelphia offered an opportunity for more discussion and feedback, and we will continue to work with the Task Force to begin implementation of the plan. My sincere thanks to chair David Gilbert, Facilitator Ericka Patillo and the members of the Task Force whose ability to look into the future and to lead that discussion will help guide the future of MLA.

As stated in Article VI. C. of the MLA Constitution, C. “The Board of Directors shall authorize the dissolution of a committee when in the opinion of the Board its usefulness has ceased. This decision and reasons for the dissolution shall be reported to the membership.” To that end, I report here that the Facilities Committee has been dissolved. Members of the former committee and the Board agreed that there is a more workable means to keep the membership informed about building and remodeling projects – possibly a blog or wiki. More on that in the future.

Likewise, the Joint MLA/UMCP Committee on the MLA Archives was disbanded after the San Diego meeting. Their final goal, to replace and update the original contract with the Archives at Maryland, was completed with a new Memorandum of Understanding which was signed both by the UMCP Dean of Libraries and myself soon after that meeting. Since last summer, an Archives Task Force, deftly chaired by Gerry Ostrove, has been re-imagining how our archives should be organized and maintained, and has brought to the Executive Board a recommendation for the creation of an MLA Archivist position, along with a recommendation for a short term Processing Archivist, who would be hired for approximately 16 months, to process and organize the 380 linear feet of materials. A follow up task force will be put into place to chart next steps to get this particular program ready to go.

It was noted in the Archives Joint Committee’s final report there was no inherent relationship between oral history activities and the joint committee, and that the Oral History Subcommittee should be a committee in its own right. This has been achieved, with the establishment of the Oral History Committee, chaired by Therese Dickman.

The Board approved a more stringent budget than in past years, cutting Association-related travel by 10% and reducing projected spending in other areas (phase 2 web design and Presidential discretionary funds, for example). On a brighter note, we voted to increase the Freeman Award pot from $3,000 to $3,750 in order to share the wealth of that vital fund with more future music librarians.

This spring, in a continued effort to bring the budget under more control, we will be setting the convention budget as part of the annual operating budget at the next board meeting.


VII. Editors’ Reports.

The following reports were submitted for review by the Board. In the case in which the editor requested no action from the Board, the publication and editor’s name is merely listed. In the case in which Board action is requested, a fuller discussion follows. In all cases, the Board warmly thanks the editors for their efforts.

A. Basic Manual Series (Jean Morrow)
B. Basic Music Library (Daniel Boomhower)
The Board reviewed a report from Tracey Rudnick that compiled royalty terms from vendor contracts with EBSCO, Gale, Wilson, JSTOR, ProjectMuse, and others, including royalties for sublicensing content with third-party vendors. The Board agreed that Rudnick should continue negotiations to remove sublicensing clauses from contracts; McTyre will notify Rudnick. McBride and McTyre will craft a task force to review royalty terms in general before the spring Board meeting. Task force members may include Rudnick, a member of the Finance Committee, and the Treasurer/Executive Secretary or Assistant. The Board expressed its sincere thanks to Tracey Rudnick for her carefully researched and detailed report.

Several technologies were identified in the results of the 2010 Technology Survey as being especially desirable. First were collaborative work spaces, including:

- collaborative document creation
- collaborative online workspace for joint authoring of documents
- collaborative online workspace for commenting on pre-existing draft documents
- ability to author committee, etc. reports in an online environment with a prescribed format

Google Apps is a likely tool for these purposes; MLA has a free 501c3/not for profit account for Google Apps, allowing for multiple end users. So far, a number of committees and other groups have used Google Apps; Haupt has set up access on request, a manageable process to date. The Web Editors could create a template for committee reports.

The Board wants to ensure MLA has control of its content, for archiving, access, and security, and had questions regarding Google Apps:

- is there guaranteed, contractual, long-term storage of content? There is no contract, just a standard Google service agreement, which doesn’t address long-term storage.
- can users control their own content? can MLA get its content out of Google Apps? Content can be exported from Google Apps into eight or nine formats; web content can be exported from Google Sites in a couple of formats. Haupt will check to see whether end users can export data, or only administrators.
- could MLA entities use Google Apps to create content, and use a separate procedure or tool to archive the final product? At minimum, end users should save the finished product locally, to archive it should Google’s service becomes unavailable.
- in addition to committee reports, could MLA create a branded template for public sites and documents, including at minimum the MLA logo and authoring agency, for MLA committees and other groups to use? The Web Editors could create a template for web sites and committee reports; Haupt will check to see if end users can also create templates for documents (for example, the BCC could set up a template for BCC and subcommittee documents).

Haupt and Assistant Web Editor Michelle Oswell will check the service agreement for these and other content control issues, and will provide link(s) to the Board for the particular Google service agreement that applies to MLA’s type of account. They may also investigate and compare the use of Google Apps by schools and universities that are under the same agreement as MLA’s.

The next set of needs identified in the technology survey results had to do with shared and hosted sites, including:

- easy uploading of conference documents
- the ability to author and submit MLA annual conference business meeting requests and program proposals online
- the ability to upload conference presentation slides and/or handouts to a centralized repository of archived conference materials
The first point and last of these were addressed by the Board’s motion that all future conference websites be hosted within MLA’s technical infrastructure (see IX.L), as with the Philadelphia site, which used MLA’s Google Sites account. But, archiving of conference documents and web content remains an unresolved issue. Whether in Ektron or Google Sites, the end goal is to ensure MLA conference sites and conference materials are permanently available. In future, other types of content such as chapter sites could be added; MLA presently has 250MB of space and 700 user seats in Google Sites. The Web Editors plan to work this year with the conference web site editor and program chair on an email-based solution to the second issue.

Regarding MLA’s web site, Astrachan has officially completed the requirements in the RFP and contract. Future RFPs should be authored by Web Editors and others, be more specific, and include functional specifications, at least in summary. Drawing on the expertise and success of similar organizations may be useful; Haupt will find out what web design firm ARLIS uses.

MLA’s web content is portable, for the most part, if we move to another vendor that uses Ektron, even with proposed MLA customization of Ektron.

Regarding staffing, the Web Editors would prefer to work on content, rather than administration of accounts and infrastructure. It would be helpful if A-R could manage MLA’s administrative documents on its site, including the directory and administrative structure. MLA needs to be able to make more use of its membership data, such as authenticating membership with program proposals, and tracking and posting committee reports. MLA’s information is presently in a number of silos; A-R outsources programming for the membership directory, with financial information kept locally in several systems, shared via a manual process; tracking the donation history of individuals is difficult, for example. Ideally, MLA would have a single database, linking members and finances.

Possible alternative next steps:
- hire a new web design firm to fix the existing site
- find someone in MLA with some extra time and knowledge of (or willing to develop knowledge of) Visual Studio to help Web Editors with Ektron templates, working independently of Astrachan
- hire additional help, possibly volunteer, to focus on improving the site in various ways
- move toward releasing Astrachan and also A-R from further development by taking steps toward hiring a full-time developer. Astrachan is essentially released except for upgrades, each of which would cost MLA

The first option would take time; in the meantime, the Web Editors could manage the site, with the top priority to put up the Library School Directory, along with working on the Job List site and archive (the structure of the Job List site needs work by a design firm or someone fluent in Visual Studio). For a new firm, the key requirement would be their responsiveness to MLA requests, along with their willingness to collaborate with MLA to adapt their product. The firm would also need to be able to fix functionality in our problem areas, which means writing code; what MLA doesn’t need is the usual emphasis of web design firms on visual design.

McBride and McTyre will establish and charge a task force, including the Web Editors, members of the Web Advisory group, and others, to investigate web design firms with a track record in writing code, and a history of working with academic institutions, not-for-profits, and/or membership organizations; the task force will also investigate other organizations that have had successful relationships with web design firms, possibly ARLIS. The RFP may need to address some areas now outsourced by A-R, whether MLA’s objectives and present web site issues would require moving from Ektron to a new platform, and the possible need to make large-scale changes. The task force will make its recommendation and budget request to the Board by the spring meeting. Haupt and the task force will need to be in regular and frequent communication with McBride and James Zychowicz.

In the meantime, Haupt will look into hiring an MLA member who can help customize Ektron, using Visual Studio, paid with Presidential discretionary funding.

The Web Editors have developed a list of present and future tasks, which they will send to the Board. The Editors and Web Advisory Group submitted a proposal on staffing, which the Board will review in future. The Board expressed its sincere thanks to the Web Editors for all their work and their very quick turnaround time for web updates.

VIII. Special Officers’ Reports
The following reports were submitted for review by the Board. In the case in which the officer requested no action from the Board, the officer’s name and their title is merely listed. In the case in which Board action is requested, a fuller discussion follows. In all cases, the Board greatly appreciates the officer’s contributions to the organization.

A. Advertising Manager (Wendy Sistrunk)

The Board offered special appreciation to Wendy Sistrunk for continuing as Advertising Manager past the usual term of office, and for her stellar work.

B. Convention Manager (Bonna Boettcher)

As of February 2, there were 474 individual registrations, 38½ exhibit tables, 70 exhibitors, and 101% fill of the MLA room block for the Philadelphia meeting. Expenses were on track, including audio-visual expenses. The number of conference inserts was down this year; the Board will discuss alternatives at the spring Board meeting, including handouts at the registration desk, retaining the present arrangement, or ads in the program booklet.

For the 2012 Dallas meeting, the room rate is lower than the 2011 Philadelphia rate, at $165 (in San Jose in 2013, it is lower still: $159 ). Boettcher set up a preliminary master grid for rooms and internet setups for Dallas, which fixes a number of MLA’s costs for the meeting; this allows the Program Committee to extend the deadline for program proposals, as they are no longer tied to creating a budget request. A/v costs in Dallas may also be lower than in 2011, and while MLA is contractually committed to a banquet, the catering minimum will be less. Boettcher requested the Board consider putting poster sessions under the purview of the Program Committee, so they have the same deadlines, budget process, and review process as conference sessions; see IX.N.i.

Assistant Convention Manager Laura Gayle Green proposed a cost-benefit analysis of online exhibitor registration, to eliminate error, provide clear information regarding discounts, and require responses for certain information. Online registration will require programming, and thus funding. The registration form for individuals also needs reprogramming, again requiring funding.

The Convention Managers’ proposal to discuss professional convention services was addressed in the Planning Committee report, IX.L

C. Development Officer (Jim Cassaro)

There are planning, prioritizing, and communication issues that complicate development work. Development needs to be integrated into all MLA planning and initiatives, and requires financial reports that are not currently available. In its discussions, the Planning Committee stressed the need for external development beyond the MLA membership, to support larger initiatives such as professional IT management; MLA needs to offer services to outside donors that will encourage them to give, and needs an articulated balance between internal and external development efforts. External development is much harder; building these kinds of relationships takes time.

The Joseph Boonin initiative at the 2011 conference is intended to fund the Hill and O’Meara awards. The Fiscal Policies Handbook stipulates a new, fully-named endowment fund requires an initial donation minimum of $50,000; Cassaro and Taranto will rewrite this if needed to allow for more flexibility in development campaigns.

The MLA Strategic Plan will drive future development priorities. Funding the Hill and O’Meara awards is a current priority; once award funds are fully endowed, development efforts can shift elsewhere. The Board will need to prioritize strategic planning ideas and create a plan for development, balancing between ambitious goals and functional goal, such as improving the organization’s infrastructure.

Cassaro asked the Board to clarify how independently the Development Officer should work—develop his own initiatives? get Board approval to start initiatives? The Board confirmed that the present method of the officer attending Board meetings, and developing initiatives based on that close contact, is...
working well. To improve communication in general, McTyre, Rogan, Boettcher, and Cassaro will develop a chart/matrix of Development Officer communication needs, including timing. Cassaro also needs more information on donations and donors, including more flexible and detailed financial reporting in order to track donors by campaign and by donation history. This is an infrastructure issue; the Board needs to inform A-R specifically what is needed vis-à-vis the membership directory and registration, the administrative structure, and financial reporting, and the Board needs to fund the programming and work to accomplish those ends.

Cassaro will discuss the need for a Development Committee with the committee, vs. having an advisory group.

The Board voted unanimously that a Publications Award Endowment Fund be established to provide the amount of dividends to cover the annual cost of the Eva Judd O’Meara and Richard S. Hill awards, and that the fund be fully endowed when the principal reaches $20,000. Further, that once established, the MLA Business Office be notified of such so that the proper financial processes can be established to record donations received.

Rogan will establish a new account line for the O’Meara-Hill awards.

The Board voted unanimously that a Carol June Bradley Award Endowment Fund be established to provide the amount of dividends to cover the annual cost of the Bradley Award, and that the fund be fully endowed when the principal reaches $20,000. Further, that once established, the MLA Business Office be notified of such so that the proper financial processes can be established to record donations received.

The Board voted unanimously, with the establishment of an endowment fund for the Carol June Bradley Award, that the MLA Board agree to divert all revenue from the annual MLA Shop sales at the conference, as well as the Silent Auction to this fund until such time as an active campaign can be established.

It was moved by Jenn Riley, seconded by Linda Fairtile, and passed unanimously to apply the unrestricted donations received at the Philadelphia conference to the O’Meara/Hill publication awards fund. The O’Meara/Hill fund was the announced target for fund-raising during the Philadelphia conference.

Other development notes: there will fund-raising to honor Ralph Papakhian; Jay Sonin will assist in distributing a proposed MLA Big Band recording, as a premium for a set level of donation, with a Big Band calendar as another option; the Dallas LAC has already begun fund-raising efforts.

i. MLA Promotional Sales (Mary DuMont)
D. Placement Officer (Alisa Rata Stutzbach)
E. Publicity and Outreach Officer (Renee McBride)

After the MLA vote on the MLA/IAML-US merger, the Board requested Renee McBride remove IAML from the liaison program.

The Board okayed Renee McBride’s suggestion to add MLA of Japan to the organizational liaison program, with Nobue Matsoka-Motley as the liaison.

The Board voted unanimously to request the Publicity and Outreach Officer to instruct Alyssa Resnick to pursue official affiliation with ARLIS/NA.

Regarding liaison activities with AMS, McTyre will contact Renee McBride about the Board discussion, and Jerry McBride will contact John Shepard.

Regarding terms for liaisons, the Board requested Renee McBride to check with each liaison regarding their willingness to continue to serve; to actively look for new persons to serve; and to change the wording of the Guidelines & Expectations for MLA Organizational Liaisons as she proposed:

“MLA organizational liaisons will serve a two-year term, renewable in two-year increments. After each term, the liaison’s activity will be reviewed. If there is little activity to report, the liaisonship will be reviewed to determine if MLA should continue to have a liaison to the organization in question.”

The Board accepted her recommendation that the year of appointment be included with liaison names on the MLA web site.

A list of MLA publications is a popular handout at MLA’s exhibit table, but getting accurate, current information on what publications are available has been difficult. Scarecrow issued a recent report containing major discrepancies, and hasn’t yet responded to Rogan’s questions about them. Rogan will ask Renee McBride if she wants to be in touch with Scarecrow directly. The Board recommended she not exhibit titles that are no longer available.

The Board thanked Renee McBride for her excellent work.
F. Management Services (Patrick Wall and James Zychowicz)

A-R has served as MLA’s business office for 10 years, with increasing involvement in creating and running processes for MLA. A-R would like to be used in more depth, for increased assistance with communications, membership renewal, conference registration, and Notes and MCB preparation. A-R would like to encourage all members to make use of the business office for questions on their renewals and registration and for assistance with committee logistics; it may promote its direct-to-member services via a newsletter article. A-R presently has two main functions: as bookkeepers, maintaining financial records and issuing checks, but not budgeting or expending monies; and keeping membership information.

In future, A-R would like to take a greater role in providing services:

- to help maintain and develop MLA membership
- to assist with convention planning
- to continue to cut costs
- to enhance the administrative structure, membership directory, and activities roster to make them more useful
- to assist with MLA’s web development and Astrachan issues, in order to make the information on MLA pages more available and usable to members and to the public
- to provide or manage increased lines of communications for groups within MLA, with tools such as internal listservs or Web tools such as Google or Skype.

The Board would like A-R assistance in arranging an informational session with two or more professional conference planners or a paid consultant at its spring meeting, when the Convention Manager and Assistant Manager will be present, to answer questions re: what is a “normal” room block for the number of meeting rooms MLA requires, or what is a “normal” number of meeting rooms for the room block MLA can fill? are there advantages to a contractual arrangement with a hotel chain, with meetings in different locations, vs. repeat meetings in the same location? is MLA’s combination of room block/meeting rooms/catering minimum/audio-visual costs the right one? what model of professional management is appropriate for MLA? MLA needs to supply the firms in advance with questions, the Convention Manual, and conference budget information.

The Board has ideas and plans that will require stronger IT infrastructure. For example, moving education offerings to online webinars will require online registration, payment, and possibly, pushing out memberships to attendees. Presently, A-R outsources IT work, and MLA outsources web design; these third-party vendors don’t communicate with each other, creating myriad logistical issues. A-R could provide the coordination of management that MLA needs, and in particular, could provide continuity as MLA presidents, convention managers, and others turnover regularly and frequently.

MLA would like more longitudinal data on its members, but needs to know from A-R what the possibilities are. Regarding the activity roster, MLA needs to know what kind of data can be extracted, and how; the organization then needs to take those possibilities to MLA officers and committee chairs to see what they could use. One known need: Development needs to see individual donation history, specifically, how much a person has given over time and to what, and who is in our giving circles; Wall and Zychowicz will follow up. If MLA wants additional demographic data, such as tenured or tenure-track librarians, A-R can add fields to capture and index any kind of member data, a potentially useful function for a wide range of purposes.

Other areas: Jon Haupt is part of a task force is looking to identify web developers that emphasize web programming/writing code; he and McBride will keep A-R in the loop, and would welcome their ideas. Programming for the 2011 conference registration form didn’t get completed due to lack of funds; A-R can provide programming, but needs communication, planning, funding, and time to execute it in a way that meets MLA’s needs. MLA could use A-R’s help with chapters; e.g., comparing chapter membership lists to MLA’s members, and helping maintain chapter tax exemptions. Assistant Convention Manager Laura Gayle Green will create a set of functional requirements for online exhibitor registration, which will ultimately require IT solutions. As of 2011, the convention budget will be approved at the spring Board meeting; this gives the Program Committee a later deadline for program submissions and approval; the Program Chair and Convention Managers need to know how much time A-R needs to produce the program.

In closing, A-R would like the association to know that it is increasingly able to be in charge of MLA matters, rather than simply executing work for MLA; MLA can delegate more to A-R.

IX. Committee Reports
The following reports were submitted for review by the Board. In the case in which the chair requested no action from the Board, the committee and the chair’s name is merely listed. In the case in which Board action is requested, a fuller discussion follows. In all cases, the Board greatly appreciates the committee’s contributions to the organization.

A. Awards (Various)
   i. Bradley Award
      See VIII.C

B. Bibliographic Control (Kathy Glennan)
   The Board voted unanimously to approve the proposed survey on the priorities for an online Music Metadata Clearinghouse, to be housed on the MLA SurveyMonkey account and distributed to various stakeholders (including MLA-L recipients) under the name of the MLA BCC Metadata Subcommittee. McTyre will contact Kathy Glennan, and Riley will contact Jon Haupt re: using MLA’s SurveyMonkey account.

C. Career Development and Services (Sheridan Stormes)
   i. New Members’ Forum
   ii. Music Library Student Group

C. Development
   See VIII.C

E. Education (Abigail Cross)

F. Emerging Technologies and Services (Grace Fitzgerald/Gerry Szymanski)

G. Finance/Investments (Linda Fairtile)
   Two noteworthy items from this year’s budget report: two joint committees, AMS/MLA and MLA/MA/MPA spent funds from their budgets this year, funds that had been designated as Board restricted assets as they hadn’t been expended in past years. But the committees will likely not expend their full allocations; what remains will go into the MLA Fund, as planned. Funds in the Bradley Award fund were earned in one fiscal year but spent in another; Rogan worked out this issue with Pat Wall at A-R.
   The committee has revised the Fiscal Policies Handbook, updating policies and practices.
   The Board voted unanimously to accept the Finance Committee’s recommendation that both the convention budget and the operating budget be set at the spring Board meeting. This will require making revenue projections for fund-raising and registration levels, and the convention budget may be subject to revision at the fall meeting if the projections aren’t met. Since program costs are now set, given that the Program Committee will accept program proposals based on a room/a-v matrix developed by the Convention Officer, and since catering and a/v costs are known by the spring Board meeting, the chief remaining budget variable by the spring and fall Board meetings will be registration.
   The Board voted unanimously to accept the Finance Committee’s recommendation, as amended, that contributions to existing funds and newly established named or targeted funds be categorized as unrestricted or temporarily restricted asset types. This replaces language in the Fiscal Policies Handbook that allowed new donations to be designated as permanently restricted funds.

H. Legislation (Eric Harbeson)

I. Nominating (Paul Cary)

J. Oral History (Therese Dickman)

K. Outreach (Andrew Justice)

L. Planning (Jenn Riley)
   The Committee focused its work in four main areas:
   1. Clarifying expectations for MLA committees:
      A Committee Handbook, a centralized resource outlining expectations common to all committees, will be ready by the spring Board meeting. The Handbook could later be expanded to cover expectations and guidelines for roundtables. The Committee Chairs and Roundtable Coordinators Breakfast is in its second year; the Planning Officer collected feedback to assess the breakfast from this year’s attendees.
   2. MLA’s technological infrastructure:
      The Web Editor’s report detailed problems with MLA’s public-facing web site. The Board tabled questions regarding Astrachan until it met with the Web Editor; see VII.I.
      One priority arising from the technology survey results was access to and archiving of conference materials. MLA needs a permanent place to host conference sites, as conference materials posted to locally-hosted conference sites can disappear if the sites are later taken down. The Board voted unanimously to


accept the Planning Committee’s recommendation that all future MLA conference websites should be hosted within MLA’s technical infrastructure. Content development remains the responsibility of the LAC. The purpose is to preserve and archive conference documentation. The infrastructure could be the Ektron content management system, the Google Sites service used for Philadelphia, or any successor. Other types of content—chapter websites, committee wikis, and the like—could be hosted here as well in future. The LAC Chair will have responsibility to systematically collect conference materials; the Program Chair will inform presenters to submit materials; McTyre will notify the Web Editor, the LACs, and the Program Chairs.

Another priority from the survey was a tool for committee document sharing and editing. The Web Editors recommended Google Apps; MLA needs to know whether the agreement with Google offers permanence of content, a question for Jon Haupt. Responsibility for setting up Google App accounts, now managed by the Web Editors, is another issue; could A-R manage access, so the Web Editors have more time to do their work? The A-R question is part of a larger issue of requesting A-R provide more technological support and potentially more staff for MLA.

A short-term initiative is to identify tools that MLA committees and groups can use now to move their work online, and to create documentation for those tools. Michelle Oswell developed documentation for Skype that is now ready to put online on the MLA web site. The Board voted unanimously to accept the Planning Committee’s recommendation to publish the Skype documentation developed by the Assistant Web Editor on the MLA site. It will be publicized via MLA-L, the MLA Newsletter, the Chair/RT breakfast, and other venues.

3. Professional convention management:
MLA needs more information to make good decisions about its conference. The Committee recommended the Board ask convention management firms or consultants to review and present on what’s typical and what’s unusual about MLA meetings, to advise MLA on what’s normal for organizations of MLA’s size and type, and how other organizations handle convention management. Having more than one presenter would obviate getting a sales pitch. The Board voted unanimously to accept the Planning Committee’s recommendation to ask A-R to arrange for a professional convention manager contact to meet with us in the spring in Middleton. The Board requested Pat Wall arrange for this when it met with him in Philadelphia.

To inform changing its conference, MLA needs longitudinal data on the annual meeting. The Committee recommended a task force: develop an assessment plan by the spring Board meeting; develop an ongoing survey, possibly based in part on the lengthy survey conducted in 2010, by the fall Board meeting; and survey the membership after the 2012 meeting. The task force could include the Assistant Convention Manager, a Program Committee member (Laurie Sampsel), a member of the original conference survey task force, and a member with expertise in survey planning. The Board voted unanimously to accept the Planning Committee’s recommendation to charge a task force to determine an assessment plan for the annual meeting on an ongoing basis.

4. Open Board meetings:
Board meetings are open to members, as auditors. This policy needs to be supported by sharing Board agendas and documents, and communicating the policy to the MLA membership. Making Board reports public may affect how frankly they are written, but needn’t change their factual content. Some sections of the Board agenda may need to be in executive, closed session, such as discussion of awards, search committees, reappointments, and honoraria. The definition of auditor needs clarification; the President always has the prerogative to allow a visitor to speak. The Planning Committee could develop procedures by the fall Board meeting, possibly including a procedure for an auditor to request permission in advance from the President to speak at a Board meeting. The Board voted unanimously to accept the Planning Committee’s recommendation to develop written procedures for open board meetings, including announcement of meetings, sharing of documents (for example board reports), definition of what auditing means, and what materials/topics are eligible for executive session.

M. Preservation (Sandi-Jo Malmon)
The Board okayed the committee’s ideas regarding future plans and projects; McTyre will notify the chair.

N. Annual Convention
i. Program (Laurie Sampsel)
Poster session lists tend to be submitted close to the deadline for getting the program to A-R. Sampsel requested the Board move responsibility for poster sessions to the Program Committee, so poster sessions have the same deadlines, budget process, and review process as conference sessions. McTyre will speak to the chair of the Education Committee, which has been responsible for poster sessions.

Sampsel proposed a survey on the themed 2011 conference; the Planning Committee had also put together questions on the overall meeting (location, hotel, etc.), and suggested these be combined for a single post-conference survey, and to add space for comments.

It was moved by Linda Fairtile, seconded by Susannah Cleveland, and carried unanimously to accept the Annual Meeting Program Theme Survey, as amended.

Sampsel will send the final version of the survey to the Board before distributing it on MLA-L.

X. Joint Committees
The following reports were submitted for review by the Board. In the case in which the chair requested no action from the Board, the committee and chair’s name is merely listed. In the case in which Board action is requested, a fuller discussion follows. In all cases, the Board greatly appreciates the committee’s contributions to the organization.

A. AMS, Joint Committee on RISM (Darwin Scott)
   The Board agreed to Darwin Scott’s suggestion to table the issues in his report until the spring Board meeting.

B. Archives, Joint Committee with University of Maryland (Geraldine Ostrove)

C. MPA/MOLA Joint Committee (George Boziwick)

D. US RILM Office (Sarah Adams)

XI. Representatives to Other Organizations
The following reports were submitted for review by the Board. In the case in which the representative requested no action from the Board, the organization and the representative’s name is merely listed. In the case in which Board action is requested, a fuller discussion follows. In all cases, the Board greatly appreciates the representative's contributions to the organization.

A. ALA (Stephanie Bonjack)

B. NISO (Mark McKnight)

XII. External Liaisons
A. MOUG (Damian Iseminger)

XIII. Old Business
A. Search Committees
   1. Advertising Manager
      It was moved by Jenn Riley, seconded by Susannah Cleveland, and carried unanimously to accept the Search Committee’s recommendation for Advertising Manager.

   2. Music Cataloging Bulletin Editor
      It was moved by Linda Fairtile, seconded by Susannah Cleveland, and carried unanimously upon consideration of the Search Committee’s report to appoint Alan Ringwood as Music Cataloging Bulletin Editor.

B. MLA/IAML-US Merger Task Force (Judy Tsou)
   No action was requested of the Board.

XIV. New Business
A.  **2015 Meeting Location**

The Board is presently soliciting invitations for the 2015 meeting. At least one chapter is considering a proposal, and there is the possibility to meet jointly with IAML in New York City. MLA will be involved with preparations for the IAML meeting in any case, as MLA is now the US branch of IAML, with the result that MLA may host two major meetings in 2015. Considerations in regard to the IAML meeting include:

- IAML meets in the summer; a joint meeting would be a major change in schedule for MLA attendees
- IAML meets for five days, vs. MLA’s three days, possibly easing MLA’s tight schedule
- if MLA does not meet with IAML, MLA members in New York would likely be the local support for registration and fundraising
- hosting two meetings in one year would place considerable demands on resources: financial, personal, administrative/business office
- one option could be to have the winter meeting as a business meeting, with programmatic content with IAML in summer

Board consensus was to discuss options for the 2015 meeting, including the financial and logistical implications of a joint meeting, at the spring Board meeting, when Judy Tsou, the Convention Managers, and A-R staff will be present, after reviewing the information IAML has on their site on planning a meeting.

Another factor is the possibility of a joint 2014 meeting with SAM and/or ARSC in Nashville. ARSC typically meets in May, but might be flexible; SAM’s Nashville meeting dates are March 6-11. MLA hasn’t begun hotel explorations in Nashville. McBride will discuss with with the ARSC Convention Manager, Brenda Nelson-Strauss, and Bonna Boettcher.

B.  **Virtual Educational Outreach Program (EOP) Task Force (Veronica Alzade Wells)**

The task force was charged to examine the various technologies available for the purpose of establishing continuing education opportunities in a virtual environment. Offering courses online supports several of MLA’s long-term strategic priorities: outreach and recruitment of general librarians and support staff; building expertise and professional advancement for music librarians; and supplementing revenues in light of declining membership.

The task force recommended Elluminate (content hosted by Elluminate, pricing negotiable, widely used) for webinar courses, and Moodle (content hosted by MLA, free) as a learning management system for full-length courses, and to develop and archive course content. At this time, the Board supported offering webinars, in light of the strategic priorities above, and requested the task force proceed with Elluminate, after getting pricing and subsequent Board approval to purchase or license the software. And, in an expansion of their charge, the Board requested the task force develop one to two trial webinars in conjunction with EOP teachers, and to plan the logistics involved in presenting the webinars, with implementation and teaching reverting to the EOP. Adobe Connect, reasonably priced and also widely used, is a possible alternative if Elluminate proves too costly. Hosting and providing server space for Moodle would be problematic for MLA at this time; the task force can investigate other options for shared course development, and Elluminate’s contract may include archiving webinar courses.

The proposal for trial webinars needs to include planning for advertising, publicity, registration rates for members vs. non-members (with incentives to join MLA before and after webinar, or auto-enroll as members if the price differential warrants), how registration fees are collected, and other logistics. The task force will need to establish a fee structure for webinars that will produce a revenue stream for MLA. The task force will need to request funding for webinar software by the spring Board meeting for FY2012, but can develop the course content in advance of getting the software, in PowerPoint. McTyre will notify Veronica Alzade Wells.

The Board thanked the task force for its excellent work.

C.  **Educational Outreach Program (David King, Holling Smith-Borne)**

The EOP has two purposes, to train trainers to teach basic music librarianship courses, and to train non-specialists such as public librarians, library school students, and support staff in basic music librarianship. The EOP presents five workshops: music reference, music collection development, and three music cataloging courses: sound recordings, videos, and scores. Each workshop has a set of learning objectives, to keep the program consistent no matter where taught or by whom. The EOP works closely with chapters, runs workshops with state library associations, and has a music reference workshop proposed for ALA.
The EOP requested two workshops for the Philadelphia conference, 1-1.5 hour sessions during the conference, which weren’t approved. To achieve consistency in its courses, the EOP needs to present ongoing model workshops and skills training in specific areas at each conference, regardless of conference themes. Virtual EOP sessions may provide an alternative, but the EOP sees online training as an additional tool; face-to-face sessions work best for training trainers, so they can observe classroom dynamics and teaching skills.

Board consensus was to present EOP train-the-trainer programs, along with a model workshop for both 101-type instruction for non-specialists and for trainers to observe, on Wednesday afternoons, pre-conference, with non-specialists charged a separate registration fee, and trainers not charged. King will discuss with the trainers and get back to McBride; if agreed, the EOP will submit a budget proposal for registration fees and registration costs, including the cost of programming for inclusion in MLA’s online registration form, for the spring Board meeting. The EOP also needs to clarify its fee structure for face-to-face workshops.

D. Tenured Librarians Question (Lois Kuyper-Rushing)

Kuyper-Rushing asked the Board to consider whether an MLA committee could maintain a list of colleges and universities with descriptions of library positions in terms of tenure-track, ranking systems, or staff positions, and maintain, or set up the membership directory to be able to create, a list of members who are full librarians, in order to support evaluation of promotions to full librarian. The Board has a larger goal to extract more detailed information from the membership directory, and referred Kuyper-Rushing to an existing wiki on the professional status of academic librarians.

E. MLA Archives Task Force (Gerry Ostrove)

The task force was charged to investigate how the MLA Archives should be administered, now that MLA controls the archives under a new contract with the University of Maryland. In its final report, the task force made four recommendations:

- form an MLA Archives Committee, to set policies
- create the position of MLA Archivist, a special officer, to oversee MLA Archive activities
- create the position of Processing Archivist, a temporary, contractual position, likely hired a graduate student, grant-funded if possible
- create an Archives Backlog Task Force, to develop grant proposals for processing the backlog and paying the Processing Archivist

Rogan visited the Archive. He found that the University of Maryland staff have done excellent work with MLA’s 380 linear feet of materials. But, without a records retention policy, processing has been limited to documenting provenance and describing the collection at the folder level, without removing duplicate content, and without creating a records group structure to relate files to MLA’s administrative structure, or other additional processing that would assist researchers. There is an immediate need to create a records retention policy, guided by an MLA Archivist; this would create a framework for the proposed processing archivist, and for submissions to the Archives by MLA committees and other entities.

The proposed task force would be heavily tasked to develop grant proposals, and possibly to implement resulting grants. And, the issue of electronic records, not currently accepted at U of Maryland, will need resolution. Sources of grant funding could include Mellon and the National Archives Administration; for the proposed Processing Archivist, the U of Maryland library school might provide partial funding, or grants from the Laura Bush program for training archivists, the SAA, or the NHPRC. Vince Novarro at the University of Maryland could oversee the daily work of the proposed processing archivist; MLA would need to periodically hire another processing archivist, as new materials require processing. The proposed MLA Archivist could be based anywhere, as he/she will act in an advisory role regarding policy, providing continuity and expertise.

Board consensus was to:

- charge a task force to create policies, rather than a committee; if the work is ongoing, the task force could evolve into a committee. The task force would create policies for records retention, for the levels of processing and organization of records MLA needs, for electronic records, and other issues. McBride and McTyre will establish and charge the task force.
- create an MLA Archivist position, a Special Officer position with an honorarium, 4-year term, and travel budget. McBride and McTyre will establish a search committee, which will present a fully-developed job description to the Board, as soon as possible. The Archivist will ensure that MLA committees and other entities submit documents to the Archives in accordance with
the records retention policy, as well as outside entities and individuals with MLA materials; will provide continuity; may work with electronic records; and will work with the processing archivist and University of Maryland staff to clarify policy; the position will require extensive knowledge of the association’s history.

The Board warmly thanked Gerry Ostrove for her many years of service as Chair of the former Archives Committee.

F. Special Achievement Award (Ruthann McTyre)

It was moved by Susannah Cleveland, seconded by Linda Fairtile, and passed unanimously to name the MLA Special Achievement Award the A. Ralph Papakhian Special Achievement Award.

G. 2011 Conference Survey and Assessment (Susannah Cleveland, Ruthann McTyre)

Cleveland and Liza Vick proposed a survey to assess the new “Get Involved” sessions. Board consensus was to add their questions to Program Chair Laurie Sampsel’s 2011 program survey. There were a number of comments about the new sessions at the committee chairs breakfast, which Dougan will send to Cleveland and Vick. Cleveland would like to add the newsletter editor to the “Get Involved” sessions, to recruit article contributors, and other editors to the sessions in future. Cleveland and Sampsel will send a draft of the combined survey to the Board for approval, shortly after the conference.

Best of Chapters sessions are not always well attended, as they don’t have an inherent constituency, are often scheduled against popular sessions, and are typically musicological in nature. The Board recognized the importance of encouraging good chapter presentations; McTyre will ask the 2012 Program Committee to consider scheduling and programming options to increase attendance, including offering two shortened presentations together or in combination with other sessions, possibly scheduled Saturday morning at the time used for the Town Hall in 2011.

Hot Topics may need some variation to remain lively, interactive, and participatory. The Program Committee may need to review and establish which standing sessions get a spot each year, to some extent bypassing the proposal process; McTyre will discuss with 2012 Program Chair Morris Levy.

H. Small Academic Libraries Consolidation (Linda Fairtile)

Fairtile proposed a task force on branch library consolidation. The Small Academic Libraries Roundtable requested assistance with this issue, as there are a number of such consolidations under proposal in their libraries. The task force would gather and consolidate articles and other resources, data, and strategies. It would also poll members whose branches have been consolidated, for information on how to make consolidation work, possibly culminating in an article for general libraries as well as music libraries. Fairtile will chair the task force, and will suggest members and draft a charge for McBride’s approval.

XV. Adjournment

It was moved by Susannah Cleveland, seconded by Stephen Mantz, and carried unanimously to adjourn the meeting at 11:02am.