MUSIC LIBRARY ASSOCIATION
Minutes of the Meeting of the Board of Directors
Middleton, Wisconsin, May 30 – June 1, 2012

Wednesday 30 May, 9am-6:45pm (Finance Committee), 1pm-5:15pm (Planning Committee); Thursday 31 May, 8:38am-4:43pm; Friday 1 June, 8:33am-5:12pm

Present: Linda Blair, Daniel Boomhower, Pamela Bristah (recording), Michael Colby, Kirstin Dougan, Paula Hickner, Steve Landstreet, Jerry McBride (presiding), Laurie Sampsel, Mark Scharff, Judy Tsou

Guests: Bonna Boettcher (08.b, via Skype), James Cassaro, Laura Gayle Green (08.b, via Skype)

The meeting was called to order by Jerry McBride.

01. Approval of Agenda
   It was moved by Pamela Bristah and seconded by Laurie Sampsel to approve the agenda. The motion passed unanimously.

02. Recording Secretary’s Report. Pamela Bristah
   It was moved by Mark Scharff and seconded by Steve Landstreet that the minutes of the Board meeting held in Dallas, Texas, February 13-15, 18, and 19, 2012 be approved as corrected. The motion passed unanimously.
   It was moved by Kirstin Dougan and seconded by Steve Landstreet that the minutes of the Board meeting held online on May 9, 2012 be approved as corrected. The motion passed unanimously.

03. Parliamentarian’s Report. Laurie Sampsel
   Sampsel recommended revising the “Member Types and Rights” chart proposed by the Planning Committee at the Dallas meeting to bring the rights of corporate members in line with those of institutional members. It was moved by Laurie Sampsel and seconded by Mark Scharff that the Board revise the Member Types and Rights chart so that corporate members cannot submit program proposals. The motion passed unanimously. Sampsel will send the revised chart to the Web Editors for posting on the MLA site and will update the Administrative Handbook.

04. Administrative Officer Report. Linda Blair
   A. Budget report
      i. Income
         Dues income (1.0) is currently $150,202, or 108.08% of the budget. All categories of membership have exceeded our projections with the exception of student members, at 95.6% and institutional IAML members, at 84%. MLA has not yet been billed for 2012 IAML dues.
         Notes subscription income (2.011) is $25,868.70, or 98.36% of the amount budgeted. Notes advertising (2.012) is currently at $11,662.50 or 58.31% of the budget. There seems to be a lag in entering the income this year, but overall, the amounts look to be in line with projections.
         Notes royalty income (2.014) is $91,055.74, or 101.12% of the budget. In this fiscal year, we may still receive one more check from EBSCO for approximately $400.
         Sales of the MLA mailing list (2.02) have exceeded projections this year at $2110.04, or 140.67%, but subscriptions to MCB are somewhat below projections at $9380, or 98.74% of the budget.
         Monographic series royalties (2.05) for A-R and Scarecrow series are at $5,084.07, or 508% of the budget. Of this, $1400.72 came from Scarecrow publications and $3683.35 from A-R series.
         Convention income (3.0) came in at $128,603.38 or 84.87% of the budget. We have outstanding invoices for catering pass-throughs for James Adrian Music, A-R Editions and Michel Ochs for the Knut Dorn reception, totaling $1392.60. The MOUG pass-through has been reconciled, and we have sent them a check for $2140.89, which represents income plus their annual $1000 contribution, minus expenses.
         However, I discovered that we have not been charging MOUG for their portion of the programming costs for the updating of the convention registration website. I would like to ask A-R to separate out the charges that relate to the MOUG section next year so that we may begin to invoice MOUG for their share.
Income from the Silent Auction (5.021) was $1829, or 152.42% of the budget. Income from the MLA Shop also exceeded budget expectations at $795, or 106.11%.

Total income as of May 4 is $428,446.55, or 97.17% of the budget.

ii. Expenses

Total convention expenses (10.0) as of May 4 were $121,508.62, or 91.76% of the budget. A few charges related to the convention came in after this report, so the final bottom line for the convention is not yet known, but it looks as though we may have made a profit this year.

Bank and credit card fees (11.04) are higher than projected. The majority of this expense is due to processing fees for credit card transactions, which are increasing as more and more of our business is conducted online. However, I just received word from Pat Wall that he is recommending a change to a different company for processing, which should save us approximately $1000 per year.

Web design and development (6.0122) is at $2550 or 108.62% of the budget.

Audit fees (6.0191) came in at $13,504.08, or 87.12% of the budget. This includes both the fee for the annual audit, preparation of our 990 tax forms and the fee for the preparation of our 1099 forms in January. There are no further charges anticipated in this line for 2011-2012. Legal fees (6.0192) are at $4174.73, or 278.32% of the budget due to our ongoing IAML merger issues.

The bottom line for Headquarters function (6.01) is $75,331.62 or 72.43% of the budget, probably on track to stay within budget.

The President’s discretionary fund (6.058) is at $1271.25 or 127.13% of the budget. The overage is primarily due to the expenses for calligraphy and framing of the Knut Dorn citation.

The Development Officer’s line (6.10) is at $9034.27, or 129.06% of the budget, with the overage coming from the Donor’s reception in Dallas.

All program expenses (7.0) including committee travel are currently under budget, but the ALA annual meeting has not yet occurred. Travel expenses for BCC, ALA Representative and Legislation Committee come in very near to the end of the fiscal year, due to the timing of this meeting.

The Publicity Officer’s line for exhibit fees (8.0581) at $2660.04 is over budget at 161.22%.

Total expenses as of May 4 total $384,142.44, or 81.22% of the budget.

B. Investments:

As of May 12, 2012, MLA’s investment accounts at Fidelity totaled $681,889.03, which includes Board Designated Assets of $2167.25. This is what remains of the funds set aside for Strategic Planning and these funds will be returned to the Fidelity unrestricted account if they are not expended by June 30, 2012. MLA’s accounts at Calvert totaled $205,921.18 as of May 12. These amounts, taken from the Fidelity and Calvert websites, reflect deposits of donations to our various award funds and endowments from 2009/2010 through the first three quarters of 2011/2012. A deposit in the amount of $24,964.99 was posted to the temporarily restricted account at Fidelity; a deposit in the amount of $2983.00 was posted to the corresponding account at Calvert. A transfer was also made in the amount of $650 from the Wicker fund to support the First-Time Attendees Reception.

Donations and designated funds for the O’Meara/Hill fund, which have been accumulating in our cash accounts for several years, have now been moved to their respective accounts in Fidelity and Calvert. Bradley funds have been deposited at Fidelity; so far there have been no socially responsible donations to the Bradley fund.

Totals for award and endowment funds as of May 9 (figures from Quickbooks):

- MLA Fund:
  - Bradley: $1900.00
  - Gerboth: $28,228.09
  - Duckles: $31,247.62
  - Hill/O’Meara: $11,424.80
  - Epstein: $54,386.25
  - Freeman: $44,831.55
  - Mayo: $1,378.56
  - Wicker: $15,062.27
  - Ochs: $40,015.70
  - RILM: $42,779.26
  - IAML-US Neil Ratliff Fund: $2,376.00
  - IAML-US Coral Travel Fund: $14,176.00
  - Total: $287,806.10

The MLA Fund totaled $554,671.50.

C. Publications:
Scarecrow series:

At the MLA business meeting in Dallas I reported that we had sold a total of 265 units in our monographic series co-published by Scarecrow, which represented a 60% increase over the year before. When I received the royalty detail sheets for 2011 I determined that the spreadsheet they had sent previously was in error, including some subtotal figures into the whole total. The actual figure, also taking into account returns, is 172, which represents a much more modest increase of about 3.5%.

A-R series:

Three publications debuted in A-R monographic series this year:

- Douglas Moore: a Bio-Bibliography / Jerry McBride (IBS 36)
- Index to Articles Published in Etude, 1883-1957 / Pamela R. Dennis (IBS 37)
- Directions in Music Cataloging / edited by Peter H. Lisius and Richard Griscom (TR 32)

Including all titles published by A-R, a total of 395 units were sold.

D. Membership:

<table>
<thead>
<tr>
<th>Membership type</th>
<th>2010-2011</th>
<th>2011-2012 to May 15, 2012</th>
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</thead>
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<tr>
<td>Individual-US</td>
<td>532</td>
<td>510</td>
</tr>
<tr>
<td>Individual-NonUS</td>
<td>35</td>
<td>37</td>
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<tr>
<td>Institutional US</td>
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<td>184</td>
</tr>
<tr>
<td>Institutional NonUS</td>
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<td>38</td>
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<tr>
<td>Student US</td>
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<td>113</td>
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<tr>
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<td>4</td>
</tr>
<tr>
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<tr>
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<td>3</td>
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<tr>
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<tr>
<td>Notes Institutional Non-US</td>
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<tr>
<td><strong>Totals</strong></td>
<td><strong>1374</strong></td>
<td><strong>1294</strong></td>
</tr>
</tbody>
</table>

| IAML Individual      | 128       |
| IAML Institutional   | 117       |
| **IAML total**       | **245**   |

As in past years, there has been a 5.5-6% decrease in the bottom line. The majority of the decrease comes from decline in the number of Institutional members and subscribers. This year there was a larger than usual decline in student memberships. However, student memberships showed a large increase in 2008-2009. Our student membership numbers are still higher than they were prior to 2008.

E. Administrative structure:

Our work toward preparing to use the membership directory maintained by the business office as the sole repository and source of the administrative structure continues. Improvements by A-R to the interface have allowed them to generate a workable AS document from the directory. Those improvements should be announced to the membership by the time the Board meets in May. Updates to the AS have gone smoothly this year, but for now the redundant process of maintaining two or more versions of the AS persists. We hope to use the directory to generate the next set of changes to the AS and other pages on the web site, but the Assistant AO will continue to maintain the separate Word document for now as a backup. The ultimate end of inserting data from the directory dynamically into pages on the MLA web site will need to wait for a change in the hosting environment of the web site.

05. Vice President's Report. Michael Colby

I received invitations to three different chapter meetings. Unfortunately, I had scheduling conflicts with two, but I do hope to join the Midwest Chapter at their meeting in October.
President McBride charged me with leading a task force (including the very able Paula Hickner and Steve Landstreet). Our goal was to turn the various reports and feedback from the strategic planning efforts into a draft plan of action. This appears to be a daunting task, but I hope we have some success with it.

I have received two applications for chapter grants, one from the Pacific Northwest Chapter and one from the Mountain Plains Chapter. Approving the chapter grant applications will be handled as part of the budget (see 09.g).

Colby will notify the chapters of the outcome.

06.  President’s Report. Jerry McBride

Following the annual meeting, most of my activity centered on appointments. This year the Business Office was involved for the first time in generating and mailing the appointment letters. Several appointment template letters were sent to the Business Office for various positions such as committee chairs and members, special officers, liaisons, award committee members, etc. The names of people to be appointed and their positions were sent to the Business Office, which generated the letters by pulling names and addresses from the membership database and returned them for review. The approved the letters were sent to the appointees with copies to the committee chairs. This coincided nicely with the Business Office’s work on automating the Administrative Structure report. Because the Business Office is now directly involved in the appointment process, the appointment information from the President can be entered directly into the membership database, and the Administrative Structure is updated immediately. Because the process is tied to the membership database, only current members in good standing can be appointed. A total of 106 appointments were made. Several new committees and task forces were established including the Membership Committee, the 2015 Program Committee, the Notes Contracts Working Group, and the Digital Audio Proposal Task Force. A subcommittee of the Board was charged to review the Archives Task Force guidelines for transfer and to report on its work at the spring meeting.

The various awards committees and the MLA Archives were asked if guidelines establishing every award given by MLA could be found. Documents for the Coral Travel Grant, the Epstein Award, and the Freeman Award were located and are clearly identified in the President’s files for reference by future presidents. Only the Epstein is a formal document. The other documents are guidelines drafted by MLA committees. No written guidelines or agreements exist for the Ochs or Wicker funds, nor are there documents establishing the Publications, Gerboth, or Bradley Awards outside of Board minutes and policies.

There were a number of issues to follow up on after the Dallas meeting. I worked with the Advertising Manager and Newsletter Editor on the proposal for advertising on the web site and Newsletter resulting in the Board’s adoption of advertising on the web site. There were a number of task force reports that have recently been completed. These reports contain valuable information for decision making by the Board, and it was clear that we need a reliable way to refer to the reports and disseminate the information to the membership. A tab under Member Resources for Ad Hoc Reports was established where these reports are now kept. Several reports from the last two years were linked on the page.

Lastly, numerous discussions took place and correspondence was conducted in preparation for Finance Committee and Board meetings this spring.

McBride will add the requirement to date reports to the templates for Board and Annual reports.

07.  Editors’ Reports

The following reports were submitted for review by the Board unless otherwise noted. If the editor requested no action from the Board, the publication and editor’s name is simply listed. When Board action was requested, a fuller discussion follows. In all instances, the Board warmly thanks the editors for their work.

a.  Basic Manual Series (Peter Munstedt and Deborah Campana)

b.  Basic Music Library (Daniel Boomhower)

No report submitted.

c.  Copyright Web Site (Tammy Ravas)

d.  Index and Bibliography Series (Richard Griscom)

e.  Music Cataloging Bulletin (Alan Ringwood)

No report submitted.

f.  Newsletter (Misti Shaw)

The Board resumed discussion, carried over from the May 9 online meeting, of whether to continue publishing the MLA Newsletter in both PDF and HTML formats in light of the initiative to begin advertising in the Newsletter. Typesetting for the PDF version costs approximately $2000 annually; including advertising in the Newsletter would add to layout and production costs. PDF is a preferred
archival format, but there may be other options: Shaw is investigating an alternative format, Open Journal System (OJS), that may produce a PDF-like document suitable for archiving, for both the Newsletter and Annual Report. Or, there may be tools that can print formatted web pages for submission to the Archives. As per a survey of Newsletter readers conducted by a 2009 Newsletter Task Force, HTML was the preferred format by a margin of two to one; the task force recommended ceasing publication in PDF. The Planning Committee will review the Newsletter Task Force report to see if there are other recommendations for the Board to act on, and Dougan will contact Shaw to get her take on their recommendations.

It was moved by Laurie Sampsel and seconded by Paula Hickner to discontinue publishing the MLA Newsletter and the Annual Report in PDF. Blair noted that the Annual Report includes a brief version of MLA’s financial statements, with a full version published in *Notes*. Since Jane Gottlieb has proposed ceasing publication of MLA’s financial statements in *Notes*, MLA would need to publish the full version of the MLA financial statement in the Annual Report, and would need to make sure that annual reports are permanently available online. The motion passed unanimously.

g.  
*Notes* (Jane Gottlieb)

It was moved by Kirstin Dougan and seconded by Stephen Landstreet to cease publication of the MLA Financial Statements in the June issue of *Notes*, and to publish it henceforth in the Annual Report. The motion passed unanimously.

h.  
**Technical Reports** (Mark McKnight)

i.  
**Web Editor** (Jon Haupt)

08. Special Officers’ Reports

The following reports were submitted for review by the Board. If the officer requested no action from the Board, the officer’s name and title is simply listed. When Board action was requested, a fuller discussion follows. In all cases, the Board greatly appreciates the officer’s contributions to the organization.

a. **Advertising Manager** (Anne Shelley)

b. **Convention Manager** (Bonna Boettcher)

San Jose 2013 budget: the Board reviewed the conference budget for the San Jose meeting in 2013 with Boettcher and Laura Gayle Green, and clarified several budget lines:

- 10.014, Local Arrangement expenses: includes costs for banquet entertainment and pass-through costs for local tours, but not the Local Arrangements reception, which is in line 10.018, Catering.
- 3.014, Conference contributions: to reduce the conference budget deficit, the LAC and Development will need to raise $15,000 for San Jose, and the Local Arrangements reception must take place at either the Beethoven Center Library or the Fairmont hotel, so that the reception counts toward the catering minimum. McBride will notify Pat Stroh.

- 10.013, Registration expenses: the Board decided to eliminate postcard mailings, saving $325; MLA will use up MLA’s stock of ribbons for conference badges and not buy more, saving $542; A-R will cover cost of staff coverage at registration table, and staff coverage will be reduced, saving up to $1600. But programming costs for registration have consistently been much higher than budgeted for in the past; Board consensus was to leave the amount in this line as is.

- 10.015, Exhibit expenses: $2408 in this line is already covered by the amount for catering in line 10.018, allowing the Board to reduce line 10.015 by $2408.

- 10.106, Equipment and Internet expenses: cutting Internet from three large meeting rooms to two and using wired vs. wireless connections for presenters as much as possible will save up to $4000. The 2013 convention budget was approved, with changes, as part of the overall 2012-2013 budget. For 2013 conference registration, exhibitors, and advertising fees, see Finance Committee, 09.g.

Boomhower will send the approved convention budget to Boettcher.

i. **RDA Workshop Proposal**

Consensus was that the proposed 2013 preconference workshop budget was fine as submitted.

Denver 2015: Laura Gayle Green reported on her site visit to five hotels in Denver, accompanied by incoming Assistant Convention Manager Jim Farrington. Green and Farrington narrowed the finalists down to two, and requested Sandy DiMinno of HelmsBriscoe pursue negotiations with them. Green and Farrington prepared a report to the Board comparing the two hotels by: available dates; location; room block; room rate; catering minimum, plus service charge and tax; a/v provider and costs; attrition rate for room block; and concessions. Upon discussion of the location, costs for catering, rooms, and other costs,
amenities, and concessions for each hotel, the Board recommended one of the hotels, and requested the Convention Managers ask DiMinno to investigate whether it could match concessions offered by the competing hotel.

Cassaro pointed out that, once the Assistant Convention Manager becomes the Convention Manager, he/she is responsible to implement a convention budget that was created by the previous Convention Manager. Cassaro suggested changing the handover from ACM to CM to the fourth quarter of the fiscal year, after the costs from the previous conference are mostly known but before the budget for the next convention is due. McBride said this issue could be addressed by a proposed task force charged to study MLA’s special officers, along with honoraria for officers and possibly editors. He also plans to propose a task force to look at the convention structure and the Program Committee structure, the convention’s fiscal issues, the role of HelmsBriscoe, and possibly, the transition between Convention Managers.

c. Development Officer (James Cassaro)
   see Development Committee, 09.d

d. Placement Officer (Alisa Rata Stutzbach)
   McBride requested Stutzbach to review three proposals to charge fees for placement services; Stutzbach submitted her recommendations to the Board for review.

   The first proposal was to charge employers to list jobs on the MLA site. Stutzbach did not recommend this, since the majority of jobs are listed at MLA because she finds them elsewhere and contacts employers to request they list their job with MLA. Charging fees to employers could lead to significantly fewer job postings; as it is, there have been only 26 job postings so far this year. And, employers can list jobs directly on MLA-L at no cost.

   The second proposal was to make MLA’s Placement Service a benefit of membership, also not recommended by Stutzbach.

   Board debate on the pros and cons of both proposals did not lead to a consensus. Regarding the first proposal, Boomhower stated that charging employers made sense, especially if charges were set low, comparable to job list fees for organizations similar in size and type to MLA. Cassaro questioned, given that MLA only listed 26 jobs this year, how much MLA could expect to earn; income might not cover A-R’s work to process payments. McBride suggested, as a first step, to test the waters to determine if employers would be interested in placing advertisements for their jobs on the MLA site, in addition to a free job listing. This would give MLA a rough idea how many employers would be willing to pay for an advertisement, as opposed to asking employers to pay for a job posting. Alternatively, employers who paid to post a job could put up a full posting; employers which didn’t pay could put up only a very brief posting, with a link. Paraprofessional positions could be listed with no fee, so as not to discourage such postings; postings for professional positions could cost ca. $50. There was concern that charging for postings would result in fewer postings, particularly when music is not the primary area of job responsibility, or where the employer is a small institution; other Board members stated that human resource departments are accustomed to pay for job postings.

   Regarding the second proposal, there would be no additional cost to members; access to the job list would be included in membership dues. Cons: the programming costs to make the page password-protected could be expensive; charging job-seekers could reduce access to job listings to those without jobs and income.

   The third proposal was to offer general advertising on the MLA Placement page, as it is one of the most frequently consulted pages on the MLA site. The Board had already approved advertising on six pages on the MLA site, at its May 9, 2012 online meeting.

   Lacking Board consensus, McBride decided to table the first two proposals for consideration later this year.

e. Publicity and Outreach Officer (Bob Follet)
   The Board confirmed that Follet should create and maintain a Facebook page for MLA; there will be other publicity tasks arising from implementation of the Strategic Plan. Follet will also participate in the new ARL/MLA Diversity Scholarship task force, and the Planning Committee will soon present a proposal to the Board on creating an MLA blog, involving Follet. The Board requested Follet develop a proposal re: his idea to expand coverage of chapters on the MLA site, to begin using other social media in addition to Facebook, including Twitter and others, and to develop an overall outreach plan for MLA, for Board review. McBride will notify Follet. [See also Membership Committee, 09i.]

f. Management Services (James Zychowicz)
i. Business Office
ii. Co-publishing of series

09. Committee Reports

The following reports were submitted for review by the Board unless noted otherwise. If the chair requested no action from the Board, the committee and the chair’s name is merely listed. When Board action was requested, a fuller discussion follows. In all cases, the Board greatly appreciates the committee’s contributions to the organization.

a. Awards (Various)
   i. Best of Chapters (Janelle West)
   ii. Bradley (Jennifer Ottervik)
      No report submitted.
   iii. Epstein (Sarah Dorsey)
   iv. Freeman (Sarah Adams)
      No report submitted.
   v. Gerboth (Erin Conor)
   vi. Publications (Kirstin Dougan)
      No report submitted.

b. Bibliographic Control Committee (Beth Iseminger)

c. Career Development and Services (Alan Ringwood)

d. Development (James Cassaro)

MLA raised $4,314.00 onsite at the Dallas conference, $3,120.00 less than the previous year:

- MLA Fund: $275.00
- Unrestricted: $199.00
- Coral/RILM: $00.00
- Bradley: $00.00
- O’Meara/Hill: $00.00
- Epstein: $20.00
- Coral/IAML: $1,035.00
- Ochs: $100.00
- MLA Shop Sales: $771.00
- Silent Auction: $1,859.00

A targeted mailing to former colleagues of Lenore Coral raised an additional $625.00.

Fundraising for the 2013 San Jose meeting has begun. Working with Patricia Stroh and Karin Nagy, the letters to be sent to institutions and businesses have been completed and will be mailed shortly. Cassaro is looking for corporate sponsorship for the San Jose meeting.

Legacy Giving/Estate Planning: the Founders Circle was established, and a text explaining the initiative along with a FAQ sheet was mounted on the MLA website, linked to the current development initiatives that are already there.

Joint MLA/ARL Diversity Grant: Cassaro requested that MLA establish a group to publicize the joint MLA/ARL Diversity Grant, and to monitor applications. There will also be a need to create a mechanism to fund the grant in future, as ARL is interested in continuing the grant after IMLS funding is depleted, two years from now. The Board identified issues and answers around the application process: the difficulty in identifying applicants in the target group for the grant, those considering going to library school; solutions include utilizing MLA’s network of librarians to recruit applicants, and involving the Membership Committee to promote such recruitment; linking information about the grant from MLA’s Employment and Education page, and from its home page; educating members about diversity in general and improving MLA’s record on diversity; performing outreach to music departments; utilizing the Career and Development Services Committee.

McBride recommended establishing a task force to work on a fast track, reporting directly to the Board by the fall meeting. The issue is getting word out to those who need to know about it, in music schools, outside MLA. MLA needs to both put the diversity grant info on its site and to lead applicants to it. The task force will need to both create a plan and implement the plan.

The Board suggested membership for the task force, and identified the primary market for applicants as undergraduate music majors. Other ideas for applicant recruitment included: working with
MLA chapters to publicize the grant; using the CMS mailing list and/or listserv; utilizing the Publicity Officer’s attendance at the Librarians of Color conference; while the grant includes funding for relocation, it could be most productive to focus on music schools near the five library schools participating in the grant; sending press releases to the AMS list, and featuring the grant prominently on the MLA site; also creating an informational page on the MLA site and on Facebook; creating a flyer in PDF for MLA member librarians to print and distribute; since MLA recipients receive funding to attend MLA conferences as part of the grant, showcase them at the annual meeting as well as on the MLA site, in the Newsletter, and on Facebook.

It was moved by Pamela Bristah and seconded by Laurie Sampsel to establish a task force to publicize the MLA/ARL Diversity Grant, and to monitor applications. The motion passed unanimously.

i. Promotional Sales Subcommittee (Mary DuMont Brower)

The Finance Committee, as part of the budget process, recommended the Subcommittee redefine its role to focus on the Silent Auction and particularly large-ticket items, for a bigger and better auction. The Subcommittee would get out of the business of selling merchandise, selling off as much MLA Shop inventory as possible by the end of the 2013 San Jose meeting, offering it at a 50% discount online starting now, with monthly announcements on MLA-L, and continuing the sale at the San Jose meeting. MLA would continue to have a table in the exhibit area for the Silent Auction and to accept donations during the conference. Silent Auction bidders at a certain level could be given the opportunity to select an item from the remaining inventory. Cassaro will work with the Subcommittee regarding Board suggestions to reduce inventory.

It was moved by Daniel Boomhower and seconded by Michael Colby to accept the Promotional Sales Subcommittee’s proposal to offer new merchandise at the San Jose conference. The motion did not pass. The Subcommittee will receive funding for shipping and office supplies for FY 2012-2013.

Being Development Officer during the greatest economic downturn in recent memory is a difficult task, and the Board warmly thanked Cassaro for his work on behalf of the Association.

Cassaro requested specific numbers on the conference drink ticket initiative: how many tickets were used and how much MLA spent in recent years; Cassaro will contact Bonna Boettcher for this information.

e. Education (Lisa Shiota)

f. Emerging Technologies and Services (Stephen Henry)

The Committee requested the Board endorse their Music Discovery Requirements (MDR) document, and approve putting it on the MLA site. It was moved by Pamela Bristah and seconded by Kirstin Dougan that the Board endorse the Music Discovery Requirements document, as recommended by the Emerging Technology and Services Committee. The motion carried unanimously.

Regarding web posting, Board consensus was that the MDR document was a major effort, reflecting valuable expertise, and that the Association should try to derive revenue from it. The Board requested the Committee work quickly with the Publications Committee, Technical Reports Editor, and A-R Editions to pilot MDR as an e-book or web publication, possibly as part of the Technical Reports series. Access could be via IP address, akin to MCB access, with a one-time purchase price. For institutions with standing orders which prefer a print format, print copies could be produced on demand. It was moved by Kirstin Dougan and seconded by Steve Landstreet that the Board direct the Emerging Technology and Services Committee work with the Publications Committee, Technical Reports Editor, and A-R Editions to offer MDR for sale as an e-publication, or print and e-publication. The motion carried unanimously.

g. Finance (Daniel Boomhower)

The Board adopted an operating budget for FY2012-13 to maintain essential MLA programs and services while keeping MLA affordable for members and insuring the Association’s fiscal well-being. This required making targeted reductions in spending across the entirety of the budget in order to avoid an increase in membership dues.

To create this year’s budget, the Board began with funding requests by special officers, editors, committee chairs, and others with official responsibilities in MLA. The gap between proposed expenses and projected income was $56,114. Income was projected at 5% less than the current fiscal year, and membership was not projected to grow in any category. After taking all possible revenue sources into account, the Board worked to achieve a balanced budget.
To ensure that the annual convention will cover most of its expenses, the registration fee for individuals for the 2013 convention in San Jose was raised by $20 above the 2012 Dallas fee, to $260. To counterbalance that increase, the Board approved membership dues at the same levels as those of FY2011-12.

The contract with A-R Editions for the MLA Business Office will be renewed for an additional three years with increased services and a fee increase of only 0.4%. Several new policies regarding travel for MLA business by the Board and individuals doing the work of the Association were passed that will save $13,500. The Board enacted a policy to fund no more than 50% of meal and incidental per diem expenses for members travelling on MLA business, including all members of the Board. A number of reductions to the convention budget were made within the terms of MLA’s contract.

The most difficult decisions were reductions in honoraria paid to special officers and editors of MLA publications. The Board recognizes the contributions these individuals make to the Association. However, since 2002, honoraria payments increased well above inflation, an unsustainable rate of growth, especially in the face of declining membership. As per the Fiscal Policies Handbook, a 2001 task force recommended honoraria be set at 10% of operating budget expenses, increasing as possible to 13-14%; in the approved budget, the figure is 11.5%, confirming that the cuts keep honoraria in line with MLA’s fiscal policy.

Overall expenses are back to previous levels; higher expenses in recent budgets had been accompanied by increases in dues and conference registration fees. The Association is allowed to use up to 5% of the MLA Fund annually to cover operational expenses; the Board decided to use approximately 1.5% of the MLA Fund to cover the bottom line deficit in the FY2012-13 budget, and to use the rest strategically, as needed, to fund initiatives arising from the Strategic Plan.

The Finance Committee reviewed the proposed budget line by line to trim expenses. The Committee and Board made cuts, found savings, and projected income in the following areas:

- an overall 26.7% cut in honoraria for special officers and editors
- substantial cuts in travel funding for the Board, including:
  - shortening the fall and winter Board meeting from three days to two
  - defunding hotel and per diem expenses for incoming Board members before and after the annual conference before their term begins; incoming Board members will be encouraged to attend the Board meeting before their tenure begins but will not receive funding to attend
  - funding for the winter Board meeting will cover only the days before the conference (Tuesday and Wednesday), and not after
  - a cut from 100% to 50% per diem for meals for all association travel
- substantial cuts in travel funding for the Convention Managers
- a cut from 100% to 50% per diem for meals for all association travel
- defunding ALA representative travel
- cuts in travel funding for the Legislation Committee and Publicity Officer
- reduced funding for chapter grants and the Freeman Award
- defunding new inventory for the MLA Shop, focusing instead on the Silent Auction
- defunding design of new brochures
- a minimal increase for MLA’s business office
- ceasing publication of the MLA Newsletter and the Annual Report in PDF, thus saving typesetting costs
- defunding the Big Band
- switching vendors to reduce credit card fees
- eliminating postcard mailings for membership renewal and conference registration
- using up MLA’s stock of ribbons for conference badges, and not purchasing more
- using wired connections for conference presenters where possible, limiting wireless connectivity to two rooms for the 2013 meeting
- holding the 2013 LAC reception at a site the hotel can cater, either the Beethoven Center Library or the hotel, so that the reception counts toward the contracted catering minimum
- reducing business office staffing at the conference registration desk
- setting the fund raising goal for the 2013 conference, including Local Arrangements Committee fund raising, at $15,000
The Finance Committee recommended that Board lodging and per diem for the winter Board meeting will only be funded for the days prior to the beginning of the conference. The motion passed unanimously.

The Finance Committee recommended that the Board no longer fund incoming Board members to attend the Board meeting at the annual conference. The motion passed unanimously.

The Finance Committee recommended that MLA reimburse no more than 50% of the per diem for meals and incidental costs for all association travel. The motion carried unanimously.

It was moved by the Finance Committee to adopt the FY2012-2013 budget as revised. The motion passed unanimously. The budget includes registration and exhibit fees for the 2013 San Jose meeting.

Registration fees for San Jose:
- Early member $260
- Early 1st 3 years $210
- Early non-member $360
- Reduced for work $160
- Regular Member $360
- Regular non-member $460
- Student $100
- Single Day $135
- Accompanying person $125

Exhibit and advertising fees for San Jose:
- Base exhibit fee $550
- Corporate patrons $440 (20% discount; 200 lbs drayage)
- Corporate members $495 (10% discount; 100 lbs drayage)
- Full-page ad $300 (less corporate discounts)
- Half-page ad $200 (less corporate discounts)
- Covers $400 (less corporate discounts)
- Full-price inserts $300 (not exhibiting; not corporate)
- Discounted inserts $100 (exhibiting; corporate)

McBride will notify Boettcher of the approved rates.

It was moved by Daniel Boomhower and seconded by Steve Landstreet that the Board establish a task force to investigate restructuring of special officer positions and the honoraria associated with them, in light of the Strategic Plan. The task force could consider, for future budgets, setting total honoraria spending based on a percentage of the operating budget. The motion carried unanimously. McBride will draft a charge for the task force, which will emphasize that the number and nature of special officer positions be considered independently from honoraria.

As part of the budget process, Colby suggested establishing a task force to review the Bibliographic Control Committee, because of its relationships with outside organizations, changes coming with the adoption of RDA, and the possible move away from MARC format to other formats. The timing of the task force is a question, based on how quickly these changes occur; Colby will confer with Beth Iseminger and Kathy Glennan to see if now is the right time, and what issues they see; Colby will bring a recommendation to the fall Board meeting.

It was moved by Mark Scharff and seconded by Daniel Boomhower to move into executive session to review MLA’s renewal contract with A-R Editions.

It was moved by Pamela Bristah and seconded by Laurie Sampsel to move out of executive session. The Board will vote on the A-R renewal contract once it is finalized, before June 30, 2012. The renewed contract will be effective through Dec. 31, 2015.

The four fiscal and administrative officers in the Finance Committee plan to completely recreate the Fiscal Policies Handbook. The approach will be to scrap the present handbook and start over, using the recommendations of MLA’s auditor on how MLA business should be conducted as a framework for what elements to include in the new handbook. Boomhower will assign sections to each of the officers to compile and propose revisions to policies within that framework, on a very short timeframe.

Due to changes in the schedule for the budget process, the Board mistakenly voted on award amounts for FY2012-2013 at both fall and winter meetings, with different amounts for some awards. Awards to fund research are set at the Board’s meeting at the annual conference; publication, scholarship, and other awards are set at the spring meeting. The Finance Committee moved to rescind votes on
award amounts from both the Boston and Dallas meetings. The motion carried unanimously. The Finance Committee recommended that the final award amounts for FY2012-2013 be set at:

- Duckles $500
- Hill $250
- O'Meara $100
- Gerboth $1000
- Epstein $1000
- Bradley $1000
- Freeman $2250
- Special Achievement $1050

The motion passed unanimously. The award committee chairs were notified.

The Board expressed profound gratitude to the Finance Committee for its hard work.

h. Legislation (Eric Harbeson)

In response to the Committee’s request, it was moved by Laurie Sampsel and seconded by Daniel Boomhower that MLA endorse the ARL Code of Best Practices in Fair Use for Academic Libraries. The motion passed unanimously.

The Committee also proposed the Board approve in principle a project to create an MLA Code of Best Practices in Fair Use for Music Libraries, and to determine whether the project should be taken up by the Legislation Committee or a new task force. The Board requested the Committee develop a full proposal, specifying responsibility, a time line, and budget.

McBride will notify the Committee of both Board decisions.

i. Membership (Ruthann McTyre)

The Committee requested permission to develop a survey. It was moved by Mark Scharff and seconded by Daniel Boomhower that the Board approve the Membership Committee’s request to develop a multi-year survey of Music Library Student Group members through their second year of employment and regular MLA membership. Jim Zychowicz can supply the Committee with data on such members. The motion passed unanimously.

The Committee’s budget request for funding to print membership brochures was considered as part of the budget process. McBride will direct the Committee to work with Bob Follet to create a promotional poster to exhibit at conferences.

There are a sizable number of members who renew after September 1, even committee members (who are required to be members of MLA), whereas MLA’s membership year runs from July to June. The Committee requested the Board consider implementing a dues incentive based on the conference registration model, with lower rates for early renewals. The majority of the Board thought that implementing a dues incentive could require costly programming, might appear punitive, and could discourage renewals if members had to pay more because they were renewing late. Board consensus was to request A-R generate a list of members not renewed as of September 1, with telephone numbers; the Membership Committee will first call those who are committee members, and then will call the rest; if members chose not to renew, the Committee can find out why during their phone conversations, and collect these responses to shape membership retainment efforts.

McBride with notify McTyre of the Board’s decisions.

j. Oral History (Therese Dickman)

k. Planning (Kirstin Dougan)

The Planning Committee brought six issues to the Board:

i. Get Involved Sessions

McBride asked the Planning Committee to make recommendations to the Board regarding the future of the Get Involved sessions. The Committee reviewed data from the conference survey, and talked to roundtable coordinators, committee chairs, and Liza Vick and Susannah Cleveland, the originators of the sessions. The Committee recommended that, since survey results indicated the Get Involved session was useful, that it continue on an annual basis; that it not take the place of a plenary or other large meeting; that it could be scheduled against other sessions; that it be scheduled in the first half of the conference, so that those interested in participating in committees and roundtables be able to attend their conference meeting; that it could be shortened from 90 to 60 minutes; that any committee member could represent a committee, not invariably the chair; and that in 2013 or in future years, the session could be split into two sessions, one for committees and one for roundtables, so that conference attendees would
be less likely to have schedule conflicts with the entire event. Dougan shared the recommendations with McBride and Stephanie Bonjack, San Jose Program Committee Chair before the Board meeting, and presented them to the Board at this meeting. Bonjack responded that she had concerns about scheduling the session.

To reduce the size of the sessions and scheduling conflicts, the Board discussed whether to include roundtables in Get Involved, given that there’s little difficulty understanding how to get involved with a roundtable, and that anyone may attend any roundtable meeting, unlike the required approval process to become a committee member. Newer MLA attendees, however, may need just the kind of orientation as to how roundtables and committees work that is found at Get Involved sessions; this need could also be met at the New Members Reception, or by having just one roundtable representative at the Get Involved session who can explain how roundtables work.

Board consensus was that the Program Committee consider only having committees represented that have openings, and to count attendance, to verify that Get Involved sessions are still relevant and useful. The proposed task force to review the conference could also consider the frequency and relevancy of Get Involved sessions as part of its work. Because some attendees may not understand that at present, business meetings are open unless specified otherwise, the Board suggested the Program Committee rename business meetings as “open business meetings” or “closed business meetings,” and add these options to the committee meeting request form; roundtables could be described in the conference program as “open discussion meetings.”

The Committee also recommended the session come under the auspices of the Career Development and Services Committee, as the Membership Committee is heavily involved with the Strategic Plan. Vick and Cleveland are creating documentation to run Get Involved sessions.

The Planning Committee requests the Board accept the Planning Committee recommendations on Get Involved. The motion carried unanimously. McBride will notify Bonjack.

ii. Surveys

As part of the Committee’s work to develop guidelines and procedures to make results of MLA-approved surveys public, The Planning Committee recommends to the Board that the following statement be included in all Board-approved surveys: “Survey results will be reported back to the membership, but all responses will remain anonymous; comments will not be included to maintain privacy.” The motion passed unanimously. Sampsel will add this policy to the Administrative Handbook.

iii. Local Arrangements Committee Websites

The Committee was charged to review LAC sites to make sure that the critical information they contain is preserved online. The Convention Manual includes some requirements for LAC sites, but does not require listing conference personnel.

Planning recommends that the Board adopt the following policy: Convention contacts (LAC, program committee, convention managers) should be an additional required section of LAC websites. This should be added to the Convention Manual. The motion carried unanimously.

Planning recommends that the Board adopt the following policy: The required minimum elements of the LAC site to be archived (maintained online) are: the program, any submitted presentation materials/handouts, convention contacts (LAC, program committee, convention managers). The motion passed unanimously, as amended.

Dougan will notify the Assistant Convention Manager to update the Convention Manual with these two policies.

iv. Task Force Report Posting

All MLA task force reports and survey results will now be publicly posted on the “Ad Hoc Reports” page of the MLA site. The Committee was charged to develop a mechanism to notify task force chairs that posting task force reports is required.

The Planning Committee recommends to the Board that the following guideline for posting task force reports be adopted: Upon the Board’s approval of a task force’s report, the chair of the task force will transmit the report to the MLA Web Editor for posting to the MLA website in a timely fashion. This direction is to be included in the appointment letter for the Chair. The motion carried unanimously.
Sampsel will add this policy to the Administrative Handbook, and will request the Web Editors create a link from the page listing current task forces to the page linking to task force reports. McBride will add this direction to the appointment letter template for task force chairs.

v. Roundtable Guidelines
The Committee was charged to collect and publish guidelines for roundtables; this document is presently a work in progress. The Board discussed a policy, passed by a previous Board in 1994, that roundtables with fewer than ten attendees for two consecutive years be retired. This policy, although in the Index to Board Policies, has not been in effect for some time, but came to light as the Committee assembled existing roundtable policies. Roundtable coordinators are already required to take attendance, turn in attendance sheets, and report attendance in their annual report for the MLA Newsletter.

Consensus was to communicate and reinforce these last three requirements for now, to determine whether roundtables in fact have issues with low attendance. The Board member at large who is the Assistant Reports and Planning Officer will send a request to roundtable coordinators two weeks before the annual conference, reminding them to take attendance and to turn in attendance sheets within two weeks after the conference. The AR&PO will send a reminder two weeks after the conference to roundtables which have not turned in attendance sheets. The Board will review the results to determine whether to re-activate the 10-minimum policy in future, or to take other actions with roundtables which do not submit attendance sheets. The Board discussed requiring roundtables to submit annual reports to the Board, but tabled this decision, pending results from the revived attendance sheet policy.

The Committee will add the attendance sheet policy and procedure to the Roundtable Guidelines, and will request the Administrative Officer add the dates for the annual request and reminder to the MLA calendar.

The Committee will submit a draft of the Roundtable Guidelines to the Board for review this summer.

vi. Conference Structure and Program Committee Structure Task Force
The Committee was requested to create a charge, a list of issues, and suggested membership for a task force to review the structure of both the conference and the Program Committee; this document is also a work in progress. The Committee’s recommendation will include a timeline; the task force will need to work fairly quickly, with their report due at the 2013 spring Board meeting. The implementation timeline will depend on what the task force recommends. The task force will be charged to start from scratch, based on what is required for the conference by MLA’s Constitution and bylaws. The task force will also recommend how the Program Committee could be restructured, including term limits. The Committee suggested members for the task force.

The Committee will submit a draft of the task force charge, issues, and suggested members to the Board in June.

l. Preservation (Sandi-Jo Malmon)
m. Program (Stephanie Bonjack)
n. Public Libraries (David King)
o. Public Services (Tom Bickley)
p. Publications (Philip Vandermeer)

The Committee recommended removing the MLA web site from the jurisdiction of the Committee, and to assign the Web Editor to the Publications Committee as an ex officio member rather than as an editor. Board consensus was to leave both of these in place until the proposed Web Committee is established.

The Committee requested establishing a publications planning task force. It was moved by Laurie Sampsel and seconded by Daniel Boomhower to approve the Publications Committee recommendation to establish a Publications Planning Task Force, to create a strategic plan draft for review by the Publications Committee and approval by the Board. The Committee recommended the task force review all of MLA’s monographic series and the overall publication program, but not Notes; Board consensus was to request the task force review Notes as well. The publications strategic plan would be separate from MLA’s overall strategic plan. The Committee also requested the task force review the membership structure of the Publications Committee itself.
Dougan suggested the task force survey the membership regarding what they want from Notes and the monographic series. Scharff recommended the task force be charged to review electronic publishing. Blair recommended that MLA look for revenue by publishing titles of interest to those outside traditional music librarianship, such as the performance library manual, the monograph that sold the most copies last year; that MLA needs to publish for this larger, outside audience, both to earn money and raise visibility for the Association.

McBride will draft a charge for the task force, and send it to the Board for comments. The charge will include review of MLA’s full publication program, including Notes, the MLA Newsletter, the Music Cataloging Bulletin, the monographic series, and any special publications, but not the MLA site, which is outside its scope. The Publications Committee and task force should consider and review online/web publications—which may be hosted on the MLA site or accessed via the site—but the pages of the MLA site itself will be under the jurisdiction of the Web Committee, both the technical aspects and editorial control of content. Implications of online publication will need to be worked out in collaboration with the Web Committee. The motion carried unanimously.

The Board reviewed the Committee’s recommendations for members of the task force. McBride will ask the Board for suggestions, and will confer with Vandermeer.

q. Resource Sharing and Collection Development (Keith Cochran)

10. Joint Committees
The following reports were submitted for review by the Board. If the chair requested no action from the Board, the committee and chair’s name is merely listed. When Board action was 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)
b. MPA/MOLA Joint Committee (Andrew Toulas)
c. US/RILM Office (Sarah Adams)

No report submitted.

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

a. ALA (Stephanie Bonjack)

No report submitted.

b. MOUG (Mary Huismann)

c. NISO (Mark McKnight)

12. Old Business
a. Archives Policies Task Force (Nancy Nuzzo)
   
i. Board report
      The Board warmly commended the Task Force for its exemplary report.
   
ii. Archives Policies Final Report
      The Task Force requested the Board approve the following nine actions; numbers in parentheses refer to the Archives Policies Final Report, to be posted on the Ad Hoc Reports page on the MLA site:
      a. The Task Force recommends that non-permanent records be retained in their last location until they are scheduled to be destroyed. In other words, only materials deemed to be of permanent worth should be deposited in the MLA Archives. (2.b.)
      b. Approve expansion of the MLA Archives web page to include FAQs and guidelines (3.b.)
      c. Approve the addition of a regular feature, “Archives Update,” to the annual business meeting agenda (3.c.)

      The Board discussed memorials given during the annual business meeting; consensus was to alter the format to a reading of names followed by a moment of silence, with memorials available in printed form at the meeting. These would also be published in the MLA Newsletter,
The Archives Update would include a call for submissions to the Archive.

d. The Task Force recommends that primary documents be submitted to the MLA Archives in print form when created or revised (4.a.)

e. The Task Force recommends the appointment of a task force in January 2013 to revisit the policies for MLA’s electronic records (4.b.)

The Board clarified that this policy maintains the status quo, until there is a policy for depositing electronic records.

f. The Task Force recommends that one time per fiscal year, before the renewal cycle begins for the following year, a report be generated and printed showing the name, membership type, institutional affiliation and title, and contact information for the current year’s members (4.c.)

The Board discussed when A-R should capture the membership list; consensus was, until an archivist is appointed, to determine the date in discussion with Jim Zychowicz and to add the date to the MLA calendar.

The Board also discussed how to handle renewals of the few members who renew very late in MLA’s July-June membership year, as it’s not clear which year they are renewing for. Consensus was to renew them for the year ending; if they intended to renew for the following year, they will contact A-R. McBride will notify Jim Zychowicz.

g. Approve annual budget for processing the current year’s documents. At a pay rate of $10/hour for student help, the annual budget for processing the current year’s documents is $300 (7.a.)

The Board discussed who will submit the bill for processing. Last year, Vincent Novarra sent an email to Linda Blair that she was able to use as a bill; that practice will continue until an archivist is appointed. MLA pays the University of Maryland directly in a lump sum.

h. The Task Force recommends that the plan for processing the backlog at the MLA Archives be developed by the MLA Archivist after s/he visits the MLA Archives and surveys the collection (8.a.)

i. The Task Force recommends that chapters should be encouraged to establish their own chapter archives in a regional repository (10.b.)

Novarra or the Archivist could contact chapters to document where each chapter’s archives are kept. Michael Colby will contact chapters to see which have archives, and if so, what their current archival policies and practices are. The Board may revise the above policy if necessary, depending on what Colby finds out.

### iii. Guidelines for Transfer

The Task Force requested the Board approve proposed Guidelines for Transfer. Blair will investigate whether the suggested guidelines correspond to the recommendations of MLA’s auditor. The specific requirements for committees can be adapted for MLA editors, special officers, task forces, representatives and liaisons to other organizations, and the Board.

In part V, Guidelines for Submitting Electronic Records, McBride deemed a guideline requiring “email correspondence of a substantive nature should be saved on paper” as MLA’s current policy but impractical to actually follow, and another, “The Information Sharing Subcommittee, or its successor, shall be responsible for maintaining a digest of MLA-L as currently published in the MLA Newsletter” as obsolete. McBride stated that MLA will follow these guidelines as much as practical, but that policies on electronic records will be reviewed soon by the task force proposed in 12.a.ii.e, above.

**It was moved by Mark Scharff and seconded by Daniel Boomhower that the Board accept the recommendations of the Archives Policies Task Force Final Report and the Guidelines for Transfer.** Once appointed, the Archivist will establish guidelines for transfer for MLA editors, special officers, task forces, representatives and liaisons to other organizations, and Board. The motion carried unanimously.

### iv. MLA Archivist

The Task Force recommended that MLA create a special officer position for an MLA Archivist. The Board debated the need for an archivist: the chief argument for appointing an archivist is that MLA is 80 years old and needs to get its archival house in order; the cost of a new
special officer position is the chief obstacle. The Board discussed an honorarium for the position. The Archivist’s main role would be to interface with MLA to ensure documents are submitted to the Archives; the Archivist would need to be very familiar with MLA to know what to ask for, and whom to ask. The Board requested one addition to the proposed job duties: that grant writing be done in collaboration with the Development Officer, along with the Board and Special Collections in Performing Arts at the University of Maryland. Board consensus was that the importance of the MLA Archives argues for establishing the position.

It was moved by Daniel Boomhower and seconded by Mark Scharff to approve the Archivist’s job description as amended and to appoint a search committee to make a recommendation to the Board by the March 2013 meeting. The Board determined that the position would require funding for travel starting in FY 2013-14. The Board discussed other options besides appointing an Archivist, possible members of the search committee, what the Archivist’s duties should be (the Task Force has established much of the ground work for the Archivist; major tasks for the Archivist will include developing a retention policy, reducing the backlog, and keeping tabs on all entities and activities within MLA to submit reports), and options regarding an honorarium. The Board recommended that an honorarium for the Archivist be reviewed along with other Special Officer honoraria by the proposed task force to study special officers. The motion carried unanimously.

b. Strategic Plan 2012 Implementation Plan (Michael Colby)
McBride had charged a task force of Board members (Colby, Hickner, and Landstreet) to review Strategic Plan committee reports and create an operational plan. The task force presented its reports, consisting of a summary of the major elements of the strategic plan, and a spreadsheet of actions sortable by projected date of completion, responsibility, and goal areas, and by a code assigned to each action that allowed for a sort in the same order as the original Strategic Plan outline. The task force was also charged to identify Strategic Plan recommendations with a fiscal impact on the 2012/13 fiscal year budget, and presented this report as well.

Colby stated that there are a number of major directions MLA needs to move in, to implement the Strategic Plan. Some are already in process, such as the information technology review and the establishment of a task force to review special officers and honoraria.

In discussion on the spreadsheet, the Board found some actions to be very specific and measurable, and some very open-ended. About 55 of the 86 proposed actions are scheduled to be completed in 2013, too many to accomplish in one year. The Board requested the task force identify which action items were the top priorities for each of the six Strategic Plan committees, and to remove a small number of redundant actions. Landstreet stated that each of the six goal areas should be looked at independently to determine what are the essential things that MLA should begin with.

McBride said that the strategic plan schedule stipulated that MLA committees would define committee goals in their 2012 annual reports based on goals in the Strategic Plan; if so, this would require sending suggestions to committee chairs by August 1. The Board agreed to retain the schedule to incorporate plan goals into committee goals this year, as soon as the priorities could be identified. McBride recommended the task force focus on actions scheduled for completion in 2013, setting priorities by June 30, so that the Board can endorse and adopt an operational plan before the call for annual reports on August 1. Committee chairs and special officers can then incorporate operational plan priorities into the goals in their annual reports, which are due by September 3. After the August deadline, the Board can work on the longer-term elements of the plan and spend the rest of the year refining them, to be ready to create an operational plan for the following year.

McBride suggested the task force meet weekly beginning immediately, adding priority codes, trimming down the number of actions due in 2013, and proposing an operational plan for 2013 for Board review by June 30. The task force will make recommendations only for what MLA should do in 2013; the Board will need to balance these against all the action items in the original plan. The task force should not rule out actions that cost.

c. Information Technology Implementation Team (Michael Rogan)
McBride requested the team focus on changing web content management software and vendor. Consensus was that MLA needs to work with a company that knows Ektron and can transition MLA to another system, one that works with widely-used open source tools. Rogan identified an initial list of such
companies, and asked the Web Editors to recommend two of the companies as good possible prospects. The end goal is for MLA to be able to use its site as designed, with a company that would create a transition plan for a sustainable site.

The team proposed moving the Web Editors out of the Publications Committee, and establishing a web committee reporting directly to the Board. McBride developed an implementation timeline for these transitions. MLA will have one less special officer once the timeline is implemented. (As a side issue, McBride will check the special officer appointment letter template to ensure that the officer term limit is stated as a one-year term, renewable for up to a four-year limit.)

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The team’s report stated that information technology work is a capital expense, and requested using the MLA Fund to cover implementation costs; McBride responded that the MLA Fund is already being used to both balance the budget and get MLA through the economic recession, and may not be able to cover this as well. The Finance Committee will review investments and the MLA Fund over the next year, but there is no ready answer for how to pay for this work. There will be both migration and hosting costs, requiring significant additional funding for IT in future; the amount MLA presently pays its web company will not cover transition and hosting costs. MLA needs not just web design, but a considerable amount of web functionality. The next, immediate step is to move to a different web company; then, Haupt, Oswell, and Rogan will draft a charge for the web committee that includes investigating how other comparable professional societies handle paying for their web services, and how those societies maintain successful working relationships with their web service companies. McBride will notify Haupt, Oswell, and Rogan.

It was moved by Laurie Sampsel and seconded by Kirstin Dougan to accept the report of the Information Technology Implementation Team and to approve the President’s proposed MLA IT timeline. Costs will need further work. The motion carried unanimously. [NB: The timeline was modified by later Board action of June 19.]

13. New Business

a. Online and fall Board meetings

The Board experimented with holding short meetings online, March-May 2012. Meeting online allows the Board to address issues promptly, may help shorten face-to-face meetings, and helps prepare for complex matters like budget approval; the Finance Committee held an additional meeting to prepare for this Board meeting on the budget. On the downside, matters take longer in online meetings than in face-to-face meetings, given occasional lapses in audio or video connections, and given that, discussion is slower and more cumbersome online.

Board consensus was to continue meeting online each month, working on logistics and technological challenges, and possibly reducing the number of agenda items at the fall meeting. McBride requested Finance and Planning Committees meet via Google+, Skype, or another tool, and not at the fall meeting, which could then be shortened from three days to two. The Board scheduled monthly online meetings for Wednesdays, 2-3:30pm Eastern Daylight Time on June 13, August 8, and September 12, skipping July due to vacation conflicts.
The fall meeting will take place at the University of Pittsburgh, pending Cassaro getting a favorable response from the university. Cary will be responsible for hotel arrangements. The meeting will take place Friday through Saturday, with the first choice of dates being Sept. 28-29, the second choice Sept. 21-22, and the third choice Sept. 15-16.

14. **Adjournment**

At this, her last meeting as a Board member as the former President of IAML-US, the Board expressed its deep appreciation and profound thanks to Judy Tsou for all her contributions to the Board, and especially for her work to make the merger of IAML-US and MLA a reality. The Board gave Tsou a hearty round of applause.

*It was moved by Mark Scharff and seconded by Daniel Boomhower to adjourn the meeting at 5:12pm.* The motion passed unanimously.