

DRAFT
MLA Special Officers and Editors Honoraria Task Force Report
February 17, 2013

Charge

To review all existing and proposed special officer positions in light of the MLA Strategic Plan 2011 and to recommend a policy for honoraria for special officers, editors, and other positions in MLA.

Members

Kirstin Dougan, *chair*; Dan Boomhower; Michael Colby; Jerry McBride; Mark Scharff

Method

The Task Force has done the following:

1. Reviewed all existing and proposed Special Officer and Editor job descriptions (appendix A)
2. Reviewed the 2001 Ad Hoc Working Group on Honoraria Report (appendix B)
3. Reviewed the history of special officers and honoraria in MLA and related budget (appendices C & D)
4. Assessed the presence or absence of special officers, honoraria, and/or professional management staff in related library and music associations (appendix E)

Background

The task force feels strongly that both members and the organization itself gain from the variety of Special Officer and Editor positions in MLA. They offer members a way to be a part of the larger organization and develop professionally, and they create a stronger membership in which more constituents have an understanding of the work of the organization. The work done by special officers and editors is highly valued by all on the MLA Board and membership, and has built MLA into a highly respected organization in the library profession with an influence far greater than the number of its members. MLA has a long tradition of leadership not just at the top of the organization, but throughout the entire association. Nearly four hundred MLA members serve in a variety of capacities from liaisons to other organizations, to committee members, to members of advisory boards, to chairs of some of MLA's largest and most complex committees. One of the hallmarks of this leadership is the long tradition of volunteer work in service to MLA and the profession of music librarianship that stretches back to its founding in 1931.

After reviewing other similar library or music organizations (AMS, ARLIS, ATLA, ARSC, IUG, LAC, MOLA, MOUG, SAA, SAM, and TLA), we found that MLA is unique both in the number of Special Officer positions and honoraria offered; most of the groups have none or very few in either case.

While having so many Special Officer positions makes the administrative structure of MLA a bit complex to manage at times, all of the work being done is work that the organization needs to accomplish. Each of the positions benefit from having an individual dedicated to the position—someone who can focus their talent and energy on those tasks. By not combining multiple functions into one Executive Director or management position, we diversify the workload and skillset brought to the positions.

Beginning in the 1960s, honoraria were established for several key positions seen as crucial to the operation of MLA. MLA Special Officer and Editor positions and honoraria have increased over the last several decades, and by more than 75 percent between 2003 and 2011. MLA administrative expenses (business office, honoraria, and travel support) make up a large portion of MLA’s operating budget (38.8%). However, MLA cannot continue to sustain the level of honoraria it currently offers to Special Officers and Editors. Therefore, the Task Force makes the following recommendations.

Recommendations

Special Officers

1. Reduce the number of positions that receive honoraria (see table below). While all of the positions are important to MLA, only the ones that are critical both internally and externally to MLA’s ongoing function should retain honoraria.

Positions <i>with</i> Honoraria	Positions <i>without</i> Honoraria
Administrative Officer	Assistant Administrative Officer*
	Advertising Manager
	Archivist
Convention Manager	Assistant Convention Manager*
	Development Officer
	Placement Officer
	Publicity and Outreach Officer
Website Manager**	

*These positions are seen as training positions and the individual will receive an honorarium once s/he moves into the principal position.

**There is not complete consensus among the Task Force about whether this position requires an honorarium or not.

2. Reduce amounts of remaining honoraria to \$1200 each. Honoraria are not salaries, and the amount is not intended to reflect the amount of work involved in a given position.
3. Retain travel and other support for Special Officer positions at current levels.***
***The Task force did not discuss this point directly and would like input from the Board.
4. Alter a few of the positions to take on more/different duties and make better use of existing related committees.

Publicity and Outreach Officer: take on wider communication role (social media, etc. and rely more on the Outreach Committee, which this position would chair
Website Manager: This position should chair the as-yet-to be created Web Committee and the Assistant Web Editor position would be eliminated.

Editors

1. Reduce number of positions receiving honoraria (see table below).
2. Reduce amounts of remaining honoraria to \$1200 each. Honoraria are not salaries and the amount is not intended to reflect the amount of work involved in a given position.
3. Retain travel and other support for Editor positions at current levels.*
*The Task force did not discuss this point directly and would like input from the Board.
4. Retain royalty structure for those editors who currently receive them.

Positions <i>with</i> Honoraria	Positions <i>without</i> Honoraria
<i>Notes</i> Editor	All other <i>Notes</i> editors
	Series Editors
	<i>Basic Music Library</i> Editor
	Copyright Website Editor
	<i>Music Cataloging Bulletin</i> Editor
	<i>Newsletter</i> Editor

Rationale

As stated earlier, MLA has both more special officer and editor positions and offers more honoraria than any comparable organization. In recent years, the MLA operating

budget has not been able to fully support honoraria, and MLA has had to rely on money from the MLA Fund and/or unrestricted donations to meet these obligations. This is not fiscally sustainable and defeats efforts to increase the size of the MLA Fund through fundraising. Reducing both the number of positions that carry honoraria and the amounts of the honoraria offered will free up funds that can be used to support MLA programs and projects. The recent strategic planning effort identified a number of ways that MLA wishes to enhance its offerings to the membership and increase its value to the profession. Few of these can be accomplished without funding.

The value of holding a special officer or editor position is not about the honoraria, but instead about leadership, service to the association and profession, and the skills exercised and gained. The positions offer a significant value in professional development. Whether or not a position receives an honorarium, all are valued for doing the essential work of the association. Nonetheless, a very small number of positions are crucial to the day-to-day operations of the association. In order to ensure that critical functions are carried out and that MLA can retain and recruit individuals for these positions, the task force recommends that an honorarium continue to be offered in these cases.

Appendix A

MLA Special Officer and Editor Job Descriptions

* new text added in brackets

Special Officers

Advertising Manager

The Advertising Manager is responsible for coordinating the advertising for NOTES[, the MLA Website, and Newsletter].

- sells advertising space to current, new, and "lapsed" advertisers through direct mail and telephone campaigns and attendance at conferences;
- sends ~~postcards~~ [e-mail messages] to remind advertisers of deadlines for submitting artwork;
- coordinates the layout for the advertising section in NOTES;
- compiles the index to advertisers, edits proofs of the advertisements and indexes;
- prepares a billing list for each issue of NOTES;
- maintains exchange advertising agreements with other organizations;
- manages the budget associated with these duties;
- carries out related tasks necessary to generate the projected advertising revenue each fiscal year.
- produces print advertisements for the Association's publications
- with the Publicity & Outreach Officer, distributes artwork when MLA purchases advertising space or uses exchange advertising space to promote its publications
- selects the typesetter, approves of the design in conjunction with the Publicity & Outreach Officer, and edits the copy for MLA advertising
- collaborates with the Publicity & Outreach Officer to plan the artwork needed each year for promotion purposes, and to budget accordingly.
- Serves as an ex officio member of the Publications Committee and the Marketing Subcommittee.
(Administrative Handbook, III.E.)

Archivist

The MLA Archivist is a special officer of MLA whose principal responsibility is to oversee MLA's archives activities. Specific duties are:

- Serve as MLA's official contact with the Curator of Special Collections in Performing Arts (SCPA), University of Maryland, owner and custodian of the MLA Archives;
- Collaborate with the Curator of SCPA in the development of MLA policies and practices regarding the association's archives program and the maintenance of its archives;
- In the context of the association's documents retention guidelines, assure that documents are assembled by the responsible incumbents and are conveyed to the MLA Archives

within the time periods specified. “Documents” refers to any format in which the information may be stored: print, electronic or other;

- Prepare grant proposals in collaboration with the Curator of SPCA and the MLA Board of Directors, and when appropriate serve as principal investigator or its equivalent.

Qualifications

- Thorough familiarity with MLA’s activities and administrative organization, and knowledge of its history;
- Familiarity with archives work adequate to the duties of the position; professional experience in an archival setting preferred. Awareness of national issues and trends in archives. A Master’s degree from an ALA-accredited institution and/or a Master’s degree in Archival Studies is preferred;
- Leadership experience and accomplishments adequate to the duties of the position;
- Successful collaborations with local and distant colleagues;
- Grant-writing experience;
- Proven ability to meet deadlines.

The position receives support for expenses necessary to carry out the responsibilities of the position including travel for an initial visit to the MLA Archives.

Convention Manager

The Convention Manager (CM) is authorized by the President and the Board to coordinate and oversee the planning of national conventions of the association. The duties include

- hotel site inspection, reporting findings/recommendations to the Board, and hotel contract negotiations in conjunction with HelmsBriscoe staff),
- working with HelmsBriscoe staff, the CM negotiates with hotels for future conventions, signs contracts (countersigned by the President) to secure accommodations for meeting and sleeping rooms, catering, and audio-visual services
- communications with the hotel's sales staff
- communications with the hotel's catering/banquet service, the A-V service, the photocopy service, and other services as necessary
- serves as liaison to the conference hotel, the Program Committee chair, the chair of the Local Arrangements Committee and its budget officer, the publicity officer, the chair of the Education Committee (if a pre-conference workshop is being planned), the Administrative Officer, the MLA Business Office, and the Board
- preparation of the convention budget
- attending the May/June meeting of the MLA Board, either in person or virtually
- final responsibility for on-site management of all facets of the convention
- reports to the membership at the annual convention on recent, current and future national conventions
- confirms and submits all bills to the MLA Administrative Officer

- prepares the convention budget in the spring
- maintains relevant documents and statistics, making them available as needed to the Administrative Officer, to the Board and to planning committees, and when appropriate

submits papers and correspondence and convention material from the registration packets to the MLA Archives including:

1. Convention Manager's manual.
2. Manual for MLA Program Committee and local arrangements chairs, to be sent to these officers when they are newly appointed, with encouragement to suggest revisions that will be helpful to their successors.
3. Financial reports submitted following the conference by each convention's budget officer.
4. Statistics of numbers of paid registrants for workshops and the meeting itself, hotel sleeping rooms reserved, banquet registrants and number of exhibitors, to be sent to newly appointed Program Committee and local arrangements chairs.
5. Others that are deemed appropriate.

Qualifications: Five year's experience as a music librarian; membership in the Music Library Association, with good understanding of its organizational and annual convention structure; administrative experience with good organizational and management skills; ability to set and meet deadlines; budgeting experience; effective communication skills in person, on the phone and in writing; availability for business trips of 2–3 days duration 3–5 times per year; availability to attend all annual conventions for a full week; good computer skills including word processing software and spreadsheet management with access to a high quality printer, internet access, fax machine, and electronic mail. Skills in database management software and availability of institutional support are highly desirable.

Benefits: The CM receives support for expenses required to carry out the responsibilities of the position (travel, telephone, postage, etc.) and honoraria. Honoraria are determined annually by the Board of Directors.

Duration of Appointment: The ACM's term begins July 1 of the specified year. Initial appointment is one year, with reappointment possible up to a total of four years. The first two years are spent as ACM; the third and fourth years are spent as CM.

(Convention Handbook and Administrative Handbook, III.B.)

Assistant Convention Manager

With the Convention Manager (CM), the Assistant Convention Manager is authorized by the President and the Board to coordinate and oversee the planning of national conventions of the association. The duties include

- accompanies the CM on site inspection/hotel negotiation trips and manages all facets of exhibits and advertising for the convention

- makes all solicitations and arrangements concerning exhibitors whose publications, products and services are displayed at conventions
- heavy involvement, especially in the spring when the Convention Budget is prepared, throughout the summer and fall, when exhibitors/advertisers are solicited, and during the two months prior to the annual convention
- solicitation of exhibitors and program advertisers for the annual convention, maintaining a master list of exhibitors/ advertisers, and overseeing all aspects of exhibits for the convention
- communications/negotiations with decorating/drayage firms, security firms, and telephone/internet/electrical services, and on-site management of the exhibit area during the convention
- responsibility for conference signage
- working closely with the CM, consulting whenever necessary to become familiar with the duties and responsibilities of the position
- maintaining, revising and updating MLA's Convention Manual, in consultation with the CM

Qualifications: Five year's experience as a music librarian; membership in the Music Library Association, with good understanding of its organizational and annual convention structure; administrative experience with good organizational and management skills; ability to set and meet deadlines; budgeting experience; effective communication skills in person, on the phone and in writing; availability for business trips of 2–3 days duration 3–5 times per year; availability to attend all annual conventions for a full week; good computer skills including word processing software and spreadsheet management with access to a high quality printer, internet access, fax machine, and electronic mail. Skills in database management software and availability of institutional support are highly desirable.

Benefits: The ACM receives support for expenses required to carry out the responsibilities of the position (travel, telephone, postage, etc.) and honoraria. Honoraria are determined annually by the Board of Directors.

Duration of Appointment: The ACM's term begins July 1 of the specified year. Initial appointment is one year, with reappointment possible up to a total of four years. The first two years are spent as ACM; the third and fourth years are spent as CM.

(Convention Handbook and Administrative Handbook, III.B.)

Development Officer

The Development Officer oversees the development/fund-raising functions of the Association, and works closely with MLA's Board of Directors, Administrative Officer, Business Office, and President to foster a culture of philanthropy that supports fund development and the organization's mission. The Development Officer is responsible for

- providing general oversight of all the Association's fund-raising activities
- chairs the Development Committee and monitors its activities, and that of its subcommittees, through coordination with the Board, MLA Business Office, and other appropriate committees

- charting the Association's course of fund development, and acknowledging all contributions to the Association in collaboration with the Board
- serving as ex-officio member of the Board, and its Planning Committee

The duration of appointment for the Development Officer is one year, beginning 1 July annually, with reappointment possible for a total of four years. The Board reviews the performance of the Development Officer annually. The President reappoints upon successful review and the desire of the incumbent to continue. The Development Officer receives an honorarium and support for expenses necessary to carry out the responsibilities of the position (telephone, postage, supplies, etc.).

Placement Officer

The Placement Officer manages the Association's Placement Service, a clearinghouse for information about positions available and music librarians seeking positions. The duties include

- disseminating descriptions of those positions via MLA's website
- compiling information about positions available from announcements in the professional literature and in newspapers, and contacts the institutions that have advertised in those sources encouraging them to list their jobs with the Service
- corresponding with library schools, state and regional library Associations, libraries, and other sources in an effort to assure they advertise through the MLA Placement Service when positions need to be filled (It is intended that such contacts bring to the attention of institutions that do not presently employ music librarians that it may be appropriate to engage such a specialist.)
- maintain familiarity with the literature on qualifications for music librarianship in order to answer inquiries from individuals and institutions about employment in the profession
- serve as an ex-officio member of the Career Development and Services Committee

The Placement Officer receives an honorarium.

Publicity and Outreach Officer

The Publicity & Outreach Officer promotes the interests and activities of the Association through informational campaigns and exhibits. The duties include

- working closely with the chairs of the Awards, Development, Education, Program, and Publications Committees, and the MLA Newsletter editor
- serving as an ex-officio member of the Development, Education, and Publications committees
- reporting to the President and the Board of Directors and preparing relevant budgets and reports
- arranging and coordinating the official Association exhibit at the Association's annual meeting and is responsible for exhibits at other conferences (The function of these exhibits is to publicize the purposes and activities of the Association and to advertise its publications.)

- recommending to the Board where exhibits may be profitably displayed
- sharing information about MLA and its publications in appropriate electronic and print venues and publicizing future meetings
- coordinating the Associations' external organizational liaisons
- providing publicity materials for outreach events
- pursuing avenues for increasing the Association's visibility to underrepresented groups
- distributing artwork when MLA purchases advertising space or uses exchange advertising space to promote its publications in cooperation with the Advertising Manager
- sending copies of the Association's recruitment brochures to individuals and organizations upon request or when advisable

The Publicity & Outreach Officer receives an honorarium.

Editors

General aspects for all editors

Editors serve a term of 5 years subject to favorable annual reviews. Editors are evaluated annually at the fall board meeting. Annual reports are submitted by editors to the President by the date specified in the Calendar prior to the fall board meeting. Reports will record the year's activity and present plans for the following year.

Editors submit a budget request to the Finance Committee through the Fiscal Officer four weeks in advance of the May/June Board meeting to cover expenditures incurred for such things as telephone, postage and supplies. When appropriate, the tax-exempt number 962-1615201 is used in making MLA purchases.

All editors should maintain the records of their publications so that they can be passed on to their appointed successors in a timely fashion. When appropriate, other papers and correspondence are submitted to the MLA Archives.

Notes Editor

The editor of NOTES appoints and supervises the staff, solicits articles, and maintains the necessary liaison with the printer. The editor reports changes in the NOTES staff to the President. The editor submits regular reports to the Board of Directors if Board action is requested and sends a copy to the chair of the Publications Committee. The editor serves as a member of MLA's Publications Committee. The editor, assistant editors, and book and music review editors receive honoraria.

Notes Staff

There are three Assistant Editors (one for electronic vendors), and contributing editors for the areas of book reviews, book list, music reviews, music list, periodicals, digital media reviews, sound recording reviews, video reviews, music price index, and the NOTES index. The Assistant Editor for Electronic Vendors serves as a member of MLA's Publications Committee.

Music Cataloging Bulletin

The editor of the Music Cataloging Bulletin receives copy from the Music Section of the Special Materials Cataloging Division of the Library of Congress (sent automatically) and may solicit copy from other sources such as the Bibliographic Control Committee, reports on cataloging sessions at local and national meetings and questions and recommendations from individuals. Questions on LC policy are submitted to the Music Section for comment before being published in the Music Cataloging Bulletin. The editor prepares camera-ready copy and oversees printing and distribution. The editor submits regular reports to the Board of Directors if Board action is requested and sends a copy to the chair of the Publications Committee. The editor is a member of the Bibliographic Control Committee and the Publications Committee. The editor receives an honorarium.

Index and Bibliography Series

The editor of the MLA Index and Bibliography Series is responsible for the acquiring and editing of all titles published in the series; the editor receives and solicits manuscripts and consults with appropriate readers in the selection of manuscripts to be recommended to the Board of Directors for publication. Recommendations to the Board are made in the form of a letter to the President who presents it at the next Board meeting. Included in this letter will be: a description of the project, justification of the importance of the project, proposed format, sample pages or, if possible, the manuscript, estimated length, estimated timetable for publication, biographical sketch or CV of author, recommended number of copies to print. Budget requests are submitted to the Fiscal Officer. Upon receiving Board approval, the editor performs the final editing of the manuscripts prior to publication. The editor oversees the publication process for each volume; the series is distributed through the business office or by such other means as the Board may approve. The editor notifies the Administrative Officer of all publishing dates in advance, so that the business office and the Publicity & Outreach Officer may prepare for distribution and advertising. The editor submits quarterly reports to the Board of Directors if Board action is requested and sends a copy to the chair of the Publications Committee. The editor serves as a member of MLA's Publications Committee and receives a per-title honorarium.

Technical Reports Series

The editor of the MLA Technical Reports is appointed by the President in consultation with the Board of Directors. The editor is responsible for the acquiring and editing of all titles published in Technical Reports series; the editor receives and solicits manuscripts and consults with appropriate readers in the selection of manuscripts to be recommended to the Board of Directors for publication. Recommendations to the Board are made in the form of a letter to the President who presents it at the next Board meeting. Included in this letter will be: a description of the project, justification of the importance of the project, proposed format, sample pages or, if possible, the manuscript, estimated length, estimated timetable for publication, biographical sketch or CV of author, recommended number of copies to print. Upon receiving Board approval, the editor performs the final editing of the manuscripts prior to publication. The editor oversees the publication process for each volume; the series is distributed through the business

office or by such other means as the Board may approve. The editor notifies the Administrative Officer of all publishing dates in advance, so that the business office and the Publicity & Outreach Officer may prepare for distribution and advertising. The editor submits regular reports to the Board of Directors if Board action is requested and sends a copy to the chair of the Publications Committee. The editor serves as a member of MLA's Publications Committee and receives a per-title honorarium.

Web Editor

The editor of the MLA web site works alongside the Web Advisory Board, MLA's administration, and external web developers to establish a shared vision and implementation plan for MLA's web site. The editor works directly with content providers to convert content into web pages using the CMS, applying the MLA Web Style Guide. The editor helps further develop MLA's web presence, both within and outside the CMS, and work directly with external developers. The editor identifies new technologies and services that may assist MLA and its committees and other groups in performing the core work of the Association and maintains and promotes tools and collaborative workspaces for MLA and its Administrative Structure, including training MLA members on their use when necessary. The editor assists with administration of user accounts for the CMS and other web services and collaborates with and provides support for chapter web site and newsletter editors and annual meeting local arrangements committee members. The editor submits regular reports to the Board of Directors if Board action is requested and sends a copy to the chair of the Publications Committee. The editor guides the work of the Assistant Web Editor. The editor serves as a member of MLA's Publications Committee and receives an honorarium.

Assistant Web Editor

The Assistant Web Editor takes direction from the Web Editor to establish a shared vision and implementation plan for MLA's web site. The assistant editor receives an honorarium.

Copyright Website Editor

The editor of the Copyright Web site solicits and develops content for the Copyright for Music Librarians site in collaboration with the MLA Legislation Committee, the MLA Web Editor, and the MLA Board and keeps content current. The editor responds to queries sent to Copyright Web Site Editor, or forwards them to the Chair of the Legislation Committee for further consideration. The editor submits quarterly reports to the Board of Directors if Board action is requested and sends a copy to the chair of the Publications Committee. The editor serves as a member of MLA's Publications Committee and receives an honorarium.

**Report of the Ad hoc Working Group on Honoraria
Submitted to the MLA Board
May 8, 2001**

Charge: To address equity issues among honoraria and make a recommendation to the Board regarding the distribution of honoraria.

Scope: The working group limited its investigation to positions that currently receive or have received honoraria, and to positions that, while they have never received honoraria, are similar to those that do, i.e., *NOTES* departmental editors and indexers. While we recognize that committee chairs contribute heavily to MLA, we do not believe we can seriously consider awarding honoraria to them due to budgetary considerations. Although this may seem to be a source of inequity, it is not one we can address. Past practice indicates that MLA awards honoraria to positions for which there are job descriptions and search committees, and positions with editorial responsibilities for *NOTES*. Keeping this in mind and being in agreement with past practice, we also did not consider official MLA liaisons, who are appointed without search committees and serve the association differently than do honoraria positions, namely in outreach capacities.

Methodology: The data for our analysis and recommendations came from three sources:

- 1) 21 responses to an invitation for input from the MLA membership via a message posted to MLA-L on January 30, 2001;
- 2) 13 responses from organizations whom we asked about their treatment of honoraria; and,
- 3) a comparison of MLA's 1999/2000 and 2000/01 budgets.

Summary of data:

1) From the responses received from MLA members, we evaluated each position according to the following criteria:

- number of hours per year spent on position responsibilities;
- level of expertise required;
- whether or not the position is appointed with a search;
- whether or not the position involves editorial responsibilities; and,
- the impact of the position on MLA.

See the attached chart for a summary of our evaluation of positions.

2) The results of our poll of professional library and scholarly music organizations revealed that it is somewhat difficult to compare MLA with other organizations. With the exception of ARLIS, no other organization comes close to offering the number of honoraria that MLA does. Overall, MLA appears to be rather generous in comparison with similarly sized organizations.

The following organizations offer no honoraria whatsoever; all work is done on a volunteer basis or by paid staff: ACRL, ASIS, CMS, PLA, SEM, SLA, SMT, and TLA.

The following organizations offer honoraria as noted:

ALCTS:

- *Library Resources & Technical Services* editor: \$5000/year
- *ALCTS Newsletter Online* editor: \$2000/year

AMS:

- *JAMS* editor: \$6000/year

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- JAMS book review editor: \$1500/year
- Newsletter editor: \$1500/year
- *Studies in Music* series editor: \$1000/year

ARLIS:

- *Art Documentation* editors (2): \$2000/year (\$1000 per editor)
- *Art Documentation* copy editor: \$1000/year
- *Update* editor: \$2000/year
- *Occasional Papers* series editor: \$500/year
- ARLIS-L moderator: \$500/year
- Conference proceedings editor: \$500/year
- Web site moderator: \$1000/year
- Advertising representative: 25% of sales

LITA:

- *Information Technology and Libraries (ITAL)* editor: \$1500/year
- *ITAL* managing editor: \$1500/year
- *Technology Electronic Reviews* editor: \$1500/year
- Web coordinator: \$1500/year
- Acquisitions editor: \$1000/year plus \$100/guide or \$200/monograph

NOTE: LITA offers the option of reimbursement of expenses to ALA in lieu of the above honoraria.

SAM:

- Executive Director: \$10,000/year
- Conference Manager: \$3000/year

3) The most important information revealed by our comparison of MLA's 1999/2000 and 2000/01 budgets is the change from one year to the next in the percentage of the total budget allotted to the honoraria budget. In 1999/2000 the honoraria budget (\$35,900) occupied 13.85 % of MLA's total budget **spent** (\$259,127). In 2000/01 the honoraria budget (\$25,300) occupied 7.9% of MLA's total budget **approved** (approximately \$320,000).

Recommendations: The Working Group's recommendations are based primarily on input received from the MLA membership. Also taken into account are past budgetary practice and issues of (in)equity; we are convinced that some positions need to receive greater compensation, which requires us to lower the percentage of the honoraria budget currently being allotted to some other positions. The intent is not to demean those positions whose percentages we recommend lowering, but to create a more equitable situation overall in the distribution of honoraria. In response to the Board's request that we submit our recommendations in terms of percentages, as opposed to dollar amounts, we recommend the following:

A. Increase the honoraria budget to its 1999 level, if possible (13.85 % of MLA's total budget), with an eventual goal of 15 %. At the very least, increase the honoraria budget to 10 % of the total MLA budget for 2001/02.

B. Distribute the honoraria budget as follows:

- Treasurer/Executive Secretary = 18%
- Convention Manager = 14%

- *NOTES* Editor = 12%
- Advertising Manager = 9%
- Assistant Convention Manager = 9%
- *NOTES* Assistant Editors = 13% (6.5% per editor)
- *NOTES* Book Review Editor = 6.5%
- *NOTES* Music Review Editor = 5.5%
- Web Editor = 3%
- *MCB* Editor = 3%
- Newsletter Editor = 3%
- Publicity Officer = 2%
- Placement Officer = 2%

C. Continue to offer current levels of support for travel to the MLA Annual Meeting to the Treasurer/Executive Secretary and Convention Manager.

D. Offer all other honoraria positions the option of receiving their full honoraria amount as travel support. In addition to the option being attractive to a number of honoraria recipients, MLA is not required to file 1099 forms for travel reimbursements; this would reduce the paperwork for the Treasurer/Executive Secretary and offer a tax break for recipients.

E. Reimburse each series editor 25% of the royalties received by MLA for the title(s) produced by that editor. Remove series editors from the honoraria structure.

F. Continue the current practice of not offering honoraria to *NOTES* departmental editors and indexers. In addition to the indexer, these positions include the editors of the following departments: Music Received, New Periodicals, Music Publishers' Catalogs, Books Recently Published, and Digital Media Reviews. The Working Group contacted past and present holders of these positions, in mailings separate from the MLA-L posting mentioned above, for their opinions about honoraria, and two people responded. Both said that the presence or absence of an honorarium would not have played a role in their decision-making.

Respectfully submitted by:
Renée McBride, Chair
Patricia Fiskien
Richard Griscom
Jean Morrow

Positions Evaluation Chart
Ad hoc Working Group on Honoraria
May 8, 2001

HRS/YEAR	T/ES	CONV MGR	ADV MGR	NOTES ED	ASST CM	NOTES ASST EDS	NOTES BR ED	PUB OFF	WEB ED	NOTES MR ED	PLACE OFF	MCB ED	NEWS ED	I&B ED	TECH ED	BASIC ED
	Relentless	545	495	Relentless (15-55/wk)	535	180-240	Relentless	250	500	400	192	288	120	Intermittent, but very time-consuming when active		
EXPERTISE ¹	4	2	2	4	2	3	4	2	3	3	2	3	3	3	3	3
APPT'D W/ SEARCH?	YES	YES	YES	YES	YES	NO	NO	YES	YES	NO	YES	YES	YES	YES	YES	YES
EDITOR?	NO	NO	NO	YES	NO	YES	YES	NO	NO	YES	NO	YES	YES	YES	YES	YES
IMPACT ON MLA ²	3	3	3	3	3	2	3	2	2	3	2	3	3	2	2	2
MLA TRAVEL + HON?	YES	YES														
NOT APPLICABLE																

¹ Level of expertise ranked on scale of 1-4 (low to high):

- 4 = requires substantial professional experience and/or subject expertise; organizational, computer and people skills; and strong familiarity with MLA structure
- 3 = requires substantial professional experience and/or subject expertise; organizational and computer skills; and some to strong familiarity with MLA structure
- 2 = requires organizational, computer and people skills; and strong familiarity with MLA structure
- 1 = requires organizational and computer skills, and some familiarity with MLA structure

² Impact on MLA ranked on scale of 1-3 (low to high). The following questions raised by Linda Blotner were considered in assigning a rank:

- What would be the disservice to the membership or the problem for the organization if no one filled this position for six months?
- What would the fiscal implications be?
- Would there be any public fall-out?

Appendix C

9/24/12

MLA SPECIAL OFFICERS AND HONORARIA

Executive Summary

Only three officers received honoraria in 1971 (the earliest data I could find): Executive Secretary, Advertising Manager and Notes Editor. In 1982 the Convention Manager and Treasurer were added. The trend to add honoraria continued with five added in 1986. There were increases in 1989, plus amounts set for Assistant Notes editors. There were some increases in 1990 and the Compiler of CD Reviews added in 1991. The Website editor was added in 1999, when all other honoraria increased \$100. There were increases in 2004 and 2005; the Development Officer was established with an honorarium in 2006.

The board's philosophy on honoraria was that they should not be considered compensation. Treasurer, Executive Secretary and Convention Manager were seen as "different from the rest"—as they were considered for replacement by a professional business office. In 2001 an Ad Hoc Working Group on Honoraria found MLA's honoraria to be generous compared to similar organizations, yet the board set a goal to increase them.

A bit more detail in narrative form:

The earliest amounts I could find were in 1971, when only three offices received honoraria: Executive Secretary (\$2000), Advertising Manager (\$500) and Notes Editor (\$2000). The Convention Manager and Treasurer honoraria were added in 1982 (both at \$100); that same year the Executive Secretary was dropped to \$1000 (were the duties split with the Executive Secretary that year?). Increases were given in 1986 (Executive Secretary, Treasurer and Convention Manager went up to \$2500; Notes editor (editors?) was increased to \$4200 (from \$3200, but I couldn't find when it was raised to \$3200)). Apparently added, also in 1986: Publicity and Outreach Officer (\$250), Index series editor (\$250), MCB editor (\$250), Technical Reports editor and Newsletter Editor (\$500). Sometime prior to 1989, apparently the Placement Officer honorarium was set at \$500. Many increases happened in 1989: Convention Manager (from \$3250 to \$3500), Placement Officer (\$650), Publicity and Outreach Officer (\$650), Executive Secretary (\$4000), Treasurer (\$4000), Index Series editor (\$500), MCB editor (\$650), Newsletter (\$650), Notes Editor (\$3000), Technical Reports editor (\$500). Honoraria were set for Assistant Notes editors: Book Review (\$300), Music Review (\$300); in 1990 they were increased to \$500 each. In 1991 the Compiler of CD Reviews editor had one set at \$500. The Website editor's was added in 1999 "to equal MCB and Newsletter Editors"—all existing honoraria were increased by \$100. Treasurer and Executive Secretary positions were combined in 2001 (honoraria amount not seen). 2004 saw "12%" increases to: Notes editor and Assistant Notes editors. In 2005, the Assistant Convention Manager position was (re?)established, with total honoraria (for both convention officers) at \$7500. Placement Officer was raised to \$1000, Publicity and Outreach to \$2000, MCB editor to \$1000, Newsletter editor to \$1000, Website editor to \$2000 and all Notes staff at \$9800 (an increase from about \$5000?). Development Officer was established with an honorarium of \$2200 in 2006.

RAW DATA CULLED FROM THE MINUTES

Advertising Manager

June 1971: \$500

June 1989: Increased from \$1500 to \$2000

June 1993: Budget line moved from Notes (giving Special Officer status) and honorarium set at \$3000

????: Honorarium changed to percentage of advertising revenue

February 2009: To be changed back to fixed amount next Fiscal Year

Convention Manager

Nov. 1977: reimbursed for pre-convention and convention travel

June 1982: \$1000 honorarium

June 1986: raised to \$2500

June 1989: Raised from \$3250 to \$3500

June 2005: \$7500 (includes Asst.)

Assistant Convention Manager

March 1989: Office established

June 2005: (see Convention Manager)

Development Officer

May 2006: Officer position established

September 2006: Honoraria set at \$2200 (based on percent of total budget formula, i.e. total of all honorarium equal 10% of total operating expenses)

Placement Officer

Nov. 1977: Reimbursed for round-trip transportation to "meetings"

June 1986: \$250

June 1989: Raised from \$500 to \$650

June 2005: \$1000

Publicity and Outreach Officer

June 1986: \$250 honorarium

June 1989: Raised from \$500 to \$650

June 2005: \$2000

Administrative Officer

February 2011: Title changed from Treasurer/Executive Secretary; Assistant Officer position established

Executive Secretary

Dec. 1964:

June 1971: \$2000

Nov. 1982: \$1000 set as honorarium

June 1985: raised to \$2000

June 1986: raised to \$2500

June 1989: raised from \$3500 to \$4000

Treasurer

Nov. 1982: \$1000 set as honorarium

June 1985: raised to \$2000

June 1986: raised to \$2500

June 1989: raised from \$3500 to \$4000

Treasurer/Executive Secretary

June 2001: Created by combining Treasurer and Executive Secretary positions
June 2005: \$5500

Assistant Administrative Officer

February 2011: Position established

ALA Representative

Feb. 1979: up to \$250 for travel to ALA
October 1981: Added attendance at Midwinter meeting, MLA to pay registration fee

EDITORS

Assistant Notes Editors

June 1989: Honoraria increased (see individual editors)
June 2004: Increase of 12% approved (less than requested)
June 2005: See Notes Editor

Book Review editor (Notes)

June 1989: Honorarium set at \$300
June 1990: Increased to \$500¹
May 1991: Requests to raise honoraria of Technical Reports, Book Review and Music

Review editors denied

June 2004: Increase of 12% approved (less than requested)
June 2005: See Notes Editor

Copyright Website Editor

June 2005: \$500

Index and Bibliography and Technical Reports Series

June 1995: Honoraria to be paid to authors, editors or compilers; range to be determined.
June 2001: Series editors removed from honoraria structure; to receive 25% of royalties instead.

Compiler of Index to CD reviews

May 1991: Honorarium set at \$500

Index series

June 1986: \$250 honorarium
June 1989: Increased to \$500

MCB

June 1986: \$250 honorarium
June 1989: Increased from \$500 to \$650
June 2005: \$1000

Music Review editor (Notes)

¹ This was recommended even though the Finance Committee presented a deficit budget at that time.

June 1989: Honorarium set at \$300
June 1990: Increased to \$500¹
May 1991: Requests to raise honoraria of Technical Reports, Book Review and Music Review editors denied
June 2004: Increase of 12% approved (less than requested)
June 2005: See Notes Editor

Newsletter

June 1986: \$500 honorarium
June 1989: Raised to \$650
June 2005: \$1000

Notes Editor

July 1965:
Oct. 1972: Notes editor should be reimbursed for travel
June 1971: \$2000
June 1985: raised to from \$3600 to \$4200
June 1989: "increased" from \$2000 to \$3000
June 2004: Increase of 12% approved (less than requested)
June 2005: \$9800 (covers all Notes staff)

Technical Reports

June 1986: \$250 honorarium
June 1989: Increased to \$500
May 1991: Requests to raise honoraria of Technical Reports, Book Review and Music Review editors denied

Website Editor

March 1999: Honoraria set to match that of MCB and Newsletter Editors
June 2005: \$2000

HONORARIA POLICIES

June 1971: Board agreed that honoraria should be set by Board, not Finance Committee.
June 1985: Honoraria to be reviewed annually, not considered compensation
March 1989: Reaffirmed that honoraria are not compensation
June 1990: Board discussion on "philosophy" on honoraria. Treasurer, Executive Secretary and Convention Manager deemed different from the rest, as could eventually be combined into one salaried position, if MLA set up its own Business Office. It was estimated that it would take \$500,000 to set up a business office. It was suggested this be the target of a fundraising campaign.
March 1999: All honoraria to be increased by \$100
June 2001: Report of Ad Hoc Working Group on Honoraria. MLA found to be generous compared to similar organizations. Board voted that honoraria for that Fiscal Year be 10% of total operating expenses. Goal to raise to 15%.
June 2004: Adding honorarium to position requires board approval.
June 2005: Board to review and set all honoraria at its spring meeting

Appendix D

		2010-2011	2011-12	2012-13
6.02 · Asst Administrative Off.	6.021 · Honorarium	\$4,000	2,900.00	2,000.00
6.03 · Administrative Off.	6.031 · Honorarium	\$8,000	5,000.00	4,000.00
6.04 · Convention Management	6.0411 · Conv Manager Honorarium	\$6,000	5,400.00	3,000.00
	6.0412 · Asst Conv Mgr Honorarium	\$4,000	3,600.00	2,000.00
6.10 · Development Officer	6.101 · Honorarium	\$3,000	1,500.00	1,500.00
8.05 · Publicity	8.056 · Honorarium	\$3,000	2,700.00	1,000.00
8.06 · Placement Service	8.061 · Honorarium	\$1,500	1,350.00	1,000.00
9.03 · Music Cataloging Bulletin	9.037 · Honorarium	\$1,500	1,350.00	1,000.00
9.04 · Newsletter	9.041 · Honorarium	\$1,500	1,350.00	1,000.00
9.05 · Advertising Manager	9.051 · Honorarium	\$5,000	4,500.00	3,000.00
9.06 · Notes	9.0611 · Editor	\$4,800	4,320.00	4,000.00
	9.0612 · Asst. Editor	\$7,200	6,480.00	6,000.00
	9.0613 · Book Review Editor	\$2,000	1,800.00	1,000.00
	9.0614 · Music Review Editor	\$2,000	1,350.00	1,000.00
	9.0615 · Asst Ed. Electronic Media	0.00	450.00	0.00
9.08 · MLA Website	9.0811 · Website editor	\$2,500	2,250.00	2,000.00
	9.0812 · Copyright website editor	\$1,200	1,080.00	1,000.00
	9.0813 · Assistant website editor	\$1,200	1,080.00	1,000.00
		\$58,400	\$48,460	\$35,500

Appendix E

Total 2011 assets from FoundationCenter

MLA \$971,525

ARLIS \$674,903 Uses a professional management staff (2--President and association and conference manager) as well as technology hosting services <http://arlis-sc.org/2009/04/message-from-cate-cooney-arlisna-chapters-coordinator>. Outside of Board, they have "Liasions" who seem most like our special officers; Publications editors. ARLIS/NA has the following positions for which it pays honoraria: **Art Documentation Copy Editor**: This person is paid the most (still low by professional society standards) to put together our peer-reviewed journal. We recently signed a contract with the University of Chicago Press to assist in the preparation and distribution of Art Doc, but the editor still is very active in the layout and design of the publication.; **Art Documentation Contents Editor**: The contents editor selects the articles to be featured in an issue. and works with the Copy Editor to create the journal.; **Art Documentation Online Reviews Editors**: We have two people currently who solicit book reviews for Art Doc, receive them, edit if necessary, and pass them on to the ARLIS/NA Web Site Editor. (They used to send them to the Art Documentation Copy Editor.); **Occasional Papers/Professional Resources Editor**: This was a position that we recently restored (it lapsed between 2004-2012, I think) who works with society members wishing to publish Occasional Papers and other publications under the ARLIS/NA name. They have not had a great deal to do in recent years, but work sporadically when committees, sections, divisions or special interest groups forward an idea for a themed volume.; **ARLIS/NA Web Site (AWS) News & Features Editor**: This position gathers news from within the society and decides where it appears on the ARLIS/NA Web Site. S/he is very active in the layout and information architecture of the site along with the AWS Web Site Editor.; **ARLIS/NA Web Site (AWS) Editor**: A person in this role serves as the webmaster, adding and taking down content, and making sure that the web site functions properly. S/he works in concert with our organization management company which maintains the hardware and software. Currently, she is working on the transition to a content management system for the AWS. We will hire a web design firm to produce the actual templates.; **ARLIS-L Moderator**: The moderator of our list-serv edits content appropriate to the list, and maintained the list-serv server. I do not think that s/he maintains the server anymore, but I am not sure about that.; In our Executive Board meetings last year, we grappled with our honoraria pay scale, and found ourselves somewhat below our peers in pay. Although our stipends remain low, we raised some of them last year, and review them annually at the board's mid-year meeting.

ATLA	\$12,167,751	Uses professional management staff. \$ so high because of various products/databases they sell. has larger Board, with longer terms. Nobody involved with governance receives any stipend although board members and members of committees do have their expenses paid for attending meetings; The Board of Directors hires an Executive Director of the association and she in turn, hires additional professional staff to produce the database as well as member services staff of 3 FTE; five editors who receive a small stipend (\$350) with the publication of each issue.
ARSC		Has an Executive Director separate from the Board President. Newsletter does have an Advertising Editor. ARSC has two paid positions last time I talked to Tim Brooks: journal editor and the Executive Director (equivalent to our Administrative Officer). \$2500 for the Exec Director and \$2100 for the journal editor.
MOLA		All pos. held by association members; Board and committees
TLA		Member-based Board; Do not have any admin officers or other special officers
SAA		Permanent magagement staff of 11 (service center); Council and committees. No one within our governance structure receives an honorarium. Our honoraria are limited to authors of SAA-published books and developers and instructors of our workshops. They have 11 paid staff. In addition to paid staff, two members receive honoraria: 1) the editor of their print publications, and 2) the editor of their journal. They also give honoraria to people who teach workshops. They sometimes give honoraria to high profile conference speakers, but they try to talk down the fee as much as possible. Usually, they only offer to pay speaker expenses.
SDHS		Not structured like other organizations--no committees or Board, etc.

AMS	<p>Executive Director, Office Manager, Secretary at AMS Office, Bowdoin College; Board committees cover some territory that MLA Special Officers do (Convention, Development, Communication); "staff" includes AMS Archivist (Marjorie Hassan). Exec Dir works on sites together with an annual meeting committee (they mainly approve possible venues; Exec Dir does the shopping); AMS outsources some annual meeting work to Experient and Indiana University Conferences, two conf. management corporations (esp. contract negotiation and hotel space assigning). AMS Office handles all dealings with exhibitors, conference registration, and materials preparation.</p> <p>Journal editor: overall management of journal content (three issues peryear)</p> <p>Review editor: management of book reviews that appear in the journal</p> <p>Newsletter editor: overall management of the newsletter (twice-yearly)</p> <p>AMS Studies editor: overall management of our book series (goal = two books per year)</p> <p>Treasurer: management of the society's endowment funds</p>
MOUG	No professional staff, no special officers. Does piggyback on MLA/AR Editions for some functions. MOUG has no positions for which honoraria or stipends are paid.
OLAC	Professional staff--not sure, but not likely. Special officers--cites the liaisons to ALA and OCLC, maybe NMP Coordinator. Honoraria--Board members get \$100 for every ALA/OLAC meeting attended (Board meetings take place at ALA). Reps to ALA MARBI and CC:DA receive \$100 honorarium. Newsletter Editor receives \$50 per issue. Honoraria for roles or presentations at OLAC.
IUG	Two consultants--business manager and confernece manager, who are independent contractors. Stering group meets at ALA and IUG. Elected officers plus 4 at-large people to handle the enhancement process, internal communication, regiaonal liaison groups, and IUG Clearinghouse. Business manager is ex officio member of steering group. No honoraria other than payments to the consultants.
SAM	Part-time salaried Executive Director. Office is on campus of U. of Pittsburgh, rent-free. There is an Associate Conference Manager who is paid an honorarium.
SMT	"SMT is a volunteer organization except for one part time employee. We do not provide any honoraria to any other members. The exception to this is that we do provide an honorarium for members who conduct our Graduate Student Workshops. However this is a one-time only situation. All other officers, committee chairs, etc. volunteer their services."