

MUSIC LIBRARY ASSOCIATION

Minutes of the Meeting of the Board of Directors
Kansas City, Missouri, 1-6 March 1994

Tuesday, March 1: 2:00-10:00 pm; Wednesday, March 2: 9:00 am - 5:15 pm; Saturday, March 5: 10:00-11:00 am; Sunday, March 6: 9:00-11:40 am.

Present: Victor Cardell, Beth Christensen, Elizabeth Davis, Richard Griscom, David Hunter, Paula Matthews, Nancy Nuzzo, Michael Ochs (presiding), Don L. Roberts, Carol Tatian, Diane Parr Walker.

Incoming board members: Jane Gottlieb, Jerry McBride, John Shepard, Laura Snyder, Judy Tsou.

Guests: Steve Fry, Joseph Fuchs, Jean Purnell, Ned Quist (VII.D.3.); Ruth Henderson, Deborah Campana (VII.E.1.); Dan Zager (VII.E.4.); Robert Curtis (VIII.B.); Paula Elliot (IX.A.); Lenore Coral (X.C.).

I. Parliamentarian's Report. Beth Christensen.

A. The agenda was adopted with the following correction and additions: VII.C.1. add "VIII.B" following "see also"; add VII.E.3. Pricing Structure; VIII.D.1. CC:DA Report from Phil Schreur; VIII.D.2. MARBI Report (distributed via e-mail); X.D. MLA/MPA/MOLA. 1. Task Force on Music Publishers' Archives Report from Kent Underwood; X.E. MLA/NASM.

II. Recording Secretary's Report. Nancy Nuzzo.

The minutes of the meeting of 1-3 October 1993 (Portland) were approved with the following correction: VII.E.1. change "1993 Program" to "1994 Program". Nuzzo distributed the revised Index to Board Policies, updated to include policies made in 1993.

III. Treasurer's Report. Diane Parr Walker.

Walker distributed 1993/94 Third-Quarter-to-Date Reports including the Operating Budget, Supplemental Income, Endowment Accounts Accumulated Principal, and Mutual Funds Activity reports,

and Second Quarter Reports including Investment Accounts (corrected) and Awards Budget reports.

A. Overview of 1993/94 Budget.

1. At the end of the second quarter, the operating budget balance was \$48,434.70. Walker noted that most operating income is earned in the first half of the fiscal year, and most operating expenditures occur during the second half.

2. The balance in cash accounts on 31 December 1993 was \$89,380.69; the balance in the Awards Fund was \$32,626.97; and the balance in the Permanent Fund was \$318,293.63.

3. Total assets on 31 December 1993 were \$440,301.29, a gain of \$75,285.34 over the 1 July 1993 figure of \$365,015.95.

B. 1993/94 Operating Budget, Third-Quarter-to-Date.

1. Income is at 73% of budget.

a. Dues income is at 95%, normal for this time of year.

b. Sales, at 52%, are slightly lower than in February 1993 (57%); MCB Index sales are slow, and there have been no new titles in the monographic series yet this year.

c. Meetings are at 85%. In 1993, 72% of anticipated income had been received by the start of the meeting. The pre- and post-conferences reached registration goals.

2. Expenditures are at 45% of budget.

a. Management Services are at 50%, as expected.

b. Program Expenses, at 49%, are lower than at convention time last year (58%).

c. Other Member Services, at 37%, are also low.

d. Publications are at 61%. Inventory Management is lower than anticipated; monographic series have not had any production expenses yet; Notes is at 80% and looks like it will exceed its budget; other publications are at expected levels.

e. Meeting expenses will come later.

f. Miscellaneous expenditure line 11.08,

Contingencies, carries a \$25.00 charge for a legal opinion regarding a license agreement with ASCAP and/or BMI (see also XI.A.).

3. Supplemental Income.

a. Most contributions have come with membership renewals.

b. Gerboth Fund contributions total \$395.00 and Duckles Fund contributions total \$1,995.00 for 1993/94 to date.

c. An additional contribution of \$1,000.00 was received for Special Endowment "C".

4. Accumulated Endowments Principal.

- a. Gerboth Fund principal is \$15,208.00.
- b. Duckles Fund principal is \$14,775.11.
- c. Special Endowment Fund principal is \$1,000.00 in Fund A, \$2,000.00 in Fund B, and \$4,000.00 in Fund C.
- d. Total principal in the endowment funds is \$36,983.11.

5. Investment Accounts.

a. The value of MLA's investment accounts on 31 December 1993 was \$394,179.99. The value of MLA's Permanent Fund on that date was \$318,293.63.

b. Funds were redistributed among several instruments, based on recent board decisions.

6. Mutual Funds Activity.

a. Dividends and/or capital gains were earned from all funds. These are a measure of a fund's performance.

b. Calvert Managed Growth Fund: Shares worth a total of \$6,000.00 were transferred to the new Awards Fund.

c. Calvert Managed Growth Fund -- Awards Account: this account was opened with \$34,000.00, less investment fees, representing Gerboth principal of \$14,813, Duckles principal of \$12,780, and additional accumulated interest of \$6,507. Accumulated Special Endowment principal of \$6,000.00 (from the original Calvert Managed Growth Fund), was added in January, and the recent \$1,000.00 contribution to Special Endowment C was also deposited here. Total value of the Awards Account on 26 February 1994 was \$39,471.22.

d. Calvert World Values Global Equity Fund: \$59,000.00 was transferred in from Pax World.

e. Pax World Fund: the account was closed on 11 January 1994 based on the recommendation of the Investments Subcommittee and the approval of the Fiscal Officer, President, and Past-President. \$59,000.00 was transferred to Calvert World Values Global Equity Fund; the Investment Subcommittee has recommended that the remaining \$37,822.62 go into the Parnassus Income Fund Balanced Portfolio.

7. Awards Budget.

a. Before the establishment of the Awards Account, half of interest income was budgeted to fund the awards.

b. In the future, awards will be funded from earnings on the Calvert Managed Growth Fund Awards Account fund.

8. Other.

a. Information needed for the annual report to the IRS on the status of chapters for continuation of group exemption has been received from nearly all chapters; the report is due on 31

March.

b. IRS 1099-MISC forms were sent in January to twenty-two individuals whose honoraria or payments for service in 1993 were over \$600.00.

c. A description of the substantiation and disclosure requirements for charitable contributions was received from the IRS, and copies were distributed to the President, Executive Secretary, and Development Committee.

IV. Executive Secretary's Report. Richard Griscom.

Griscom distributed the MLA Growth Comparison based on figures from 31 January.

A. Election. Jane Gottlieb was elected Vice-President/President-Elect; Laura Snyder was elected Recording Secretary; and Jerry McBride, John Shepard, and Judy Tsou were elected Members-at-Large. Griscom received 514 valid ballots out of a possible 940, for a participation rate of 54.7%. Karen Little assisted as election teller.

B. Administrative Structure. A revised version will be posted on MLA-L following the conference, and paper copies will be sent to the board with the revised Handbook. Griscom was asked to list representatives and joint committees before roundtables in the Administrative Structure.

C. Membership. A gentle downward trend continues. The total number of paid members and subscribers is 2,446, down 28 from a year ago and down 137 from three years ago. Paid Notes subscribers, at 679, is up 7 from last year but down 64 from three years ago. Total paid membership, at 1,767, is down 35 from last year and down 73 from three years ago. MLA has 661 institutional members, down 21 from last year and down 54 from three years ago, and 1102 individual members, down 18 from last year and down 23 from three years ago.

MLA has four Corporate Members: Garland Publishing, Otto Harrassowitz, W.W. Norton, and Oxford University Press.

Thirty-nine new memberships have been processed since the fall board meeting, bringing the total number of new members during the past year to 118.

Griscom was asked about the 312 unpaid members and subscribers listed on the Growth Comparison.

D. Sales and Inventory Report. Sales of the new cumulated index to MCB have been slower than expected, with 146 copies sold in the seven months since it was issued. A board member asked how the

index has been publicized. No action was taken on a suggestion to send invoices for the index to all MCB subscribers. Other sales figures for the year to date include 90 copies of the cumulated Music Cataloging Decisions, and 19 copies of Music Librarianship in America. Monographic series sales include 29 units from the Index and Bibliography Series and 51 units from the Technical Reports series. Flat sales should pick up with the appearance of several new titles in the series. Sales of publications handled by Academic Services totaled \$6,699.50 for the first seven months of the fiscal year. The MCB subscriber base is at 772, down 28 from last year and down 69 from three years ago.

E. Membership Handbook. Griscom expects that the Membership Handbook will be shipped by the end of the month. The board examined the revised list of areas of specialization, and expressed concern that non-librarian members of MLA might feel excluded. The board suggested calling it a list of areas of library specialization, adding the area "Music" under "Instruction," and including the "Other" category with instructions to "Please specify." The board requested that an explanation for this new feature be included in the cover letter accompanying the July membership mailing. At the fall board meeting in Portland, the board had indicated that no more than three areas should be chosen by an individual. This figure was revised to five. The responses to the "Other" category will be examined and perhaps included in a revised list for inclusion in the 1996 edition.

Griscom reported that Dearborn has solicited \$3,000.00 in ads for the Membership Handbook.

F. Brochures. Griscom has filled 21 requests for brochures since the fall board meeting. The Development Committee will be reviewing the text of the red MLA brochure, which is nearly out of print. The board decided that it did not need to review the text at the June 1994 board meeting. Griscom will look into the possibility of using the funds budgeted for the "Giving to MLA" brochure, which will not be used in 1993/94, to reprint the MLA brochure.

G. Library School Survey. The fifth edition will be available by the middle of May. Griscom has sold 5 copies of the fourth edition since the fall board meeting and has 15 copies left in inventory.

H. Notes. Volume 47 of Notes has been deleted from inventory. Volume 50, number 2, was submitted to the copyright office in February. A board member asked how many copies are destroyed when a volume is deleted from inventory. Griscom said it varies from issue to issue.

I. Contributors. Since the beginning of the San Francisco meeting, MLA has received approximately 230 contributions. Griscom has acknowledged 19 contributions since the fall board meeting. A cumulative list of Duckles fund contributors is included in the Kansas City conference program. Griscom cumulated multiple contributions to the fund but this process did not push any additional contributors into the patron category.

J. Business Cards. Griscom printed up business cards for the office of Executive Secretary, and sent quantities to Rick Jones and Paula Matthews for distribution from the MLA exhibit and at ALA.

K. Letterhead. New letterhead stationery has been printed and is available from Griscom.

V. Vice-President/Past-President's Report. Don L. Roberts.

Roberts reported that all of the chapters have been visited by Ochs, Roberts, or Susan Sommer within the past four years. Roberts feels that this has been extremely worthwhile.

Griscom reported that a vendor wishes to purchase the Midwest Chapter's membership list directly from the chapter. No problem, said the board.

VI. President's Report. Michael Ochs.

A. Board Assignments. Ochs confirmed that Jerry McBride will serve as Assistant Fiscal Officer, John Shepard will become Assistant Parliamentarian, and Judy Tsou will be Assistant Reports Gatherer.

B. Changes to Administrative Structure. Ochs briefed the board on recent committee appointments. The Ad Hoc Advisory Group on the AAT Music Instruments Hierarchy and the Coordinator, Contributing Libraries to the NUCMBMSR no longer exist and should be deleted from the Administrative Structure. The Bibliographic Standards for Reference Works Subcommittee of the Reference and Public Service Committee will cease to exist at the close of the Kansas City conference.

C. Citation Text. The board admired the framed citation for Susan T. Sommer which reads, "In recognition of her multitudinous and continuing contributions as a librarian, educator, author, editor, and organizational luminary, the Music Library Association awards this citation to its past President[,] Susan T. Sommer[,] whose inspirational work has energized and informed a generation of her students and colleagues." The citation is dated March 5, 1994.

VII. Standing Committees.

A. Development.

Jane Gottlieb highlighted several areas of her report.

1. Corporate Membership Campaign. The committee will be working on strategies for attracting new Corporate Members and keeping the ones we have. The committee welcomes ideas for outreach to Corporate Members.

2. Duckles Campaign. Gottlieb confirmed that the campaign is just \$2,600.00 short of its goal.

3. Silent Auction. Gottlieb cited the work of Christine Hoffman and the participation of a number of exhibitors. Later, the board expressed its appreciation for Christine Hoffman's successful efforts.

4. Freeman Fund Proposal from California Chapters. Gottlieb noted that the proposal fits in with the ideas of offering travel grants, providing outreach to new members, and addressing the element of diversity. The fund would have a goal of \$10,000.00 to support grants of \$500.00. The board felt that this was an appealing proposal, one that Kevin Freeman would have liked, and one that will appeal to the MLA membership. There was some concern about this establishing a precedent for requests to the board for fund-raising support. MLA's Special Endowment funds give donors the opportunity to name an endowment and suggest a use for it once the amount contributed reaches \$10,000.00. Here, the board is being requested to support a campaign to raise funds for an already-named award. To distinguish this award from the other named awards, the board suggested calling it a named travel grant. The board was unsure about how this proposal fits in with the association's goals, and decided to revisit the proposal after the discussion of MLA's goals. Later, it was moved by Paula Matthews, seconded, and unanimously carried that the board accept the Development Committee's recommendation to work with the Northern and Southern California chapters on developing a Kevin Freeman Travel Grant program. The board agreed that this would be a good kickoff for the travel grant idea.

5. Membership Subcommittee Activities. The subcommittee will examine the subscriber base, work on strengthening liaisons with the chapters, work with Griscom on surveying lapsed members, and will target non-MLA subscribers to MLA-L.

6. Giving to MLA Brochure. The committee requested

guidance from the board regarding fund-raising goals. Following the discussion of MLA's goals, it was moved by Don L. Roberts, seconded, and unanimously carried that the board accept the Development Committee's report and request that the committee pursue fund raising to support the growth of MLA's Permanent Fund. Later, it was reported that the brochure will be completed within the next year. During the discussion of the Freeman proposal, it was suggested that the brochure should articulate the situations and limits of the travel grants.

7. Future Plans. Incoming Development Committee chair Linda Solow Blotner will use the subcommittee or task force approach to address specific areas.

a. Funds. This will focus on short-term fund-raising campaigns.

b. Corporate Membership. See above.

c. Long-Term Fund Raising. This will be chaired by the Development Committee chair, and will focus on the Giving to MLA brochure, bequests, and the growth of the Permanent Fund.

d. Membership. The subcommittee is already in place. One member will join the Working Group on Surveying Music Library Personnel Characteristics.

This strategy will allow the Development Committee to work on several projects at once. Christine Hoffman will work on special projects such as the auction. Ex-officio members of the committee will be involved with the long-term fund-raising group.

B. Education.

The board reviewed Laura Dankner's report and commended her work as chair. David Hunter spoke about the idea of offering week-long CE courses in music librarianship through the University of Texas at Austin. The idea is analogous to the Rare Book School at the University of Virginia. Possible course topics include cataloging, technology, preservation, or rare materials. The library school at the University of Texas is interested in running the program, and has facilities available during early June. The board liked the idea, even if there is no relationship with MLA, and encouraged Hunter to talk with Ruth Watanabe and William McClellan, who had similar programs in the 1960s and 1970s.

C. Finance. Victor Cardell.

1. Investments Subcommittee.

a. The subcommittee recommended that all monies be withdrawn from Pax World and the account closed. Their

recommendation to deposit some of the monies in The Parnassus Income Fund--The Balanced Portfolio requires a corporate resolution from the board to satisfy requirements of Parnassus. The board unanimously approved the Finance Committee's recommendation that the board authorize the Treasurer to establish and maintain accounts with any Parnassus fund and to effect purchases and redemptions of shares on behalf of MLA. With the dispersal of Pax World monies, the Permanent Fund will be diversified as follows: 50% Calvert World Values Global Equity Fund; 16% Calvert Social Managed Growth Fund; 22% Parnassus Fund; 12% Parnassus Income Fund--Balanced Portfolio.

b. Robert Curtis's memo on investment and fund-raising guidelines was discussed in the context of MLA goals (VIII.B.).

2. Finance Committee recommendations.

a. The board unanimously approved the Finance Committee's recommendation that the per diem rate for the next fiscal year remain the same as this fiscal year, that is, \$35.00, and that there be a suggested breakdown of \$5.00-\$10.00 each for breakfast and lunch and \$15.00-\$25.00 for dinner.

b. The board unanimously approved the Finance Committee's recommendation that honoraria for the next fiscal year remain at their current levels.

c. The Finance Committee's recommendation that the mileage reimbursement rate remain the same was withdrawn when it was discovered that this conflicts with a previous board policy to reimburse at the current IRS rate (31 May 1991, p.18).

3. Fiscal policy manual. Now that the Handbook has been revised, Davis will go through documentation and compile a Fiscal Policy Manual.

Cardell thanked his fellow Finance Committee members for an eye-opening, challenging, and rewarding year.

D. Program.

1. 1994. The board considered Steve Fry's list of suggestions for streamlining the process of organizing and scheduling conferences. It was moved by Don L. Roberts and seconded that the board accept the recommendations suggested in Steve Fry's memo. The board discussed the problems that precipitated the eleven suggestions, but was not in agreement that implementing the suggestions was the best solution. The board was not comfortable with restricting all groups to a specified number of meetings and amount of meeting time. It was felt that groups might ask for less

time and fewer meetings if the schedule request form encouraged it. In May 1991 (p.10) the board supported the idea of limiting each group to two scheduled meetings. The board felt that other suggestions, such as securing the hotel's full commitment to MLA, requiring all program proposals to go through the Program Committee, scheduling events earlier in the day, and using the Wednesday afternoon and Sunday morning time slots were already within the purview of the Program Committee or the Convention Manager, and had the support of the board. Regarding a liaison between the board and the Program Committee, the board felt it would be a worthwhile practice to have the Program Committee chairs for the current and forthcoming meetings visit the board at the conference. It was felt that a Program Chair Manual may be needed to keep track of policy decisions on conference scheduling and funding. The Convention Manual should also reflect such policies. Christensen reported that she has a list of relevant items from board minutes. The board asked Christensen to report the board's discussion to the Program Committee and ask Steve Fry and Jean Purnell to come back to the board with recommendations addressing their most serious concerns, perhaps also reflecting viewpoints expressed at the open forum on roundtables. Don L. Roberts withdrew the motion.

2. 1995. The board reviewed Jean Purnell's report on the progress of program planning for the 1995 conference. Shepard reported that the pre-conference proposal on preservation has been revised to exclude sound recordings. The board was noncommittal about the ideas proposed for the second plenary session, and suggested that Purnell look into developing a session on technology that would include digital imaging and other state-of-the-art applications. The Bernstein Archives, the Berkeley Finding Aids program, and Indiana University were mentioned.

3. Program Committee recommendations. Later in the meeting, Steve Fry and Jean Purnell presented the following recommendations:

The Program Committee recommends to the board that in order to ensure a more flexible program schedule for annual meetings that the following become MLA policy:

1. Restrict the amount of time for roundtable, committee, subcommittee, working groups and other group meetings to 1 1/2 hours.
2. Limit groups to 1 forum meeting and 1 business meeting.
3. Have program, schedule, and equipment requests from participating groups ready in final form in the hands of

the Program Chair and the Convention Manager at least 8 weeks before the final copy of the preliminary program is due.

4. Maintain some form of liaison between the board and the Program Committee (e.g., a member-at-large or other person to represent the Program Chair at board meetings).

It was moved by David Hunter and seconded that the board accept the Program Committee's recommendations.

The board again expressed reservations about placing uniform restrictions on all groups. The open forum on roundtables revealed that roundtables would be happy with one 1 1/2 hour meeting. The board supported the idea of making 1 1/2 hour meetings the norm. Longer time slots could be scheduled at the end of the day to avoid overlaps that increase the rate of conflicts. David Hunter withdrew the motion.

It was moved by David Hunter, seconded, and unanimously carried that the board accept the recommendation of the Program Committee to appoint a member of the board, the report gatherer, to serve as liaison between the board and the Program Committee. Fry noted that Christensen's membership on the board while also a member of the committee greatly enhanced communication between the two groups.

The board felt that the Program Chair already has the authority to enforce the third recommendation above, with a board policy supporting it already in place (June 1992, p.13). It should be made clear that equipment requests and program information must be submitted early. It was felt that an article in the Newsletter would be helpful in explaining the deadlines and what can or cannot be done. The board is interested in knowing the sources and nature of the last-minute requests and asked to be kept informed. Matthews will provide the committee with relevant board policies taken from the minutes.

The board felt that the problem addressed by the second recommendation above could be reduced by having the scheduling request form state that one meeting is the norm and that justification is required for additional meetings. The board encourages conformity to this norm; exceptions should be kept to a minimum. The board hopes that this approach will reduce scheduling difficulties while providing flexibility for groups that truly need additional meetings or longer sessions to conduct their business. Committees should not feel obligated to hold programmatic sessions.

The board supported the idea of having the Program

Committee review all program ideas.

E. Publications. Ruth Henderson.

Ochs apologized for not including Ruth Henderson's report in the agenda packet; the report summarized the committee's proposed activities in Kansas City.

1. Board approval process for MLA series. Henderson summarized the committee's position on the approval process. They feel that MLA should look at other professional organizations, not publishers, for models; the double-blind review is integral to the process; timing is not an issue; and the series editors should have the same editorial authority as other MLA editors. They feel that the determination of intellectual content is up to the editor, and that the board's role is managerial. Deborah Campana outlined the process she uses for the Index and Bibliography Series.

By suggesting that the board's review of proposals should come earlier in the process, the board was trying to make the process easier for the editors, not usurp their editorial role. After some discussion, the board, Henderson, and Campana agreed that there had been a misunderstanding, and that the old procedure could be followed with mutual satisfaction. It was moved by Don L. Roberts, seconded, and unanimously carried that Handbook sections V.H.7.b.9. and V.H.7.b.10. be revised as follows: following the sentence, "Recommendations to the Board are made in the form of a letter to the President who presents it at the next Board meeting." add this sentence: "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."

2. Technical Reports editorship.

Richard Smiraglia has submitted his resignation as editor of the series. It was moved by Elizabeth Davis, seconded, and unanimously carried that a committee be appointed to conduct a search for a new Technical Reports series editor.

3. Ad Hoc Committee on Pricing Structure for MLA Monographic Series. This committee has been reconstituted with Elizabeth Davis as chair and Deborah Campana, Ruth Henderson, and Diane Parr Walker as members.

4. Notes Editor. Dan Zager addressed budgetary and staff issues, and article submissions.

a. Zager is aiming for a book review section of ninety pages per issue. This will be achieved by reducing the word

count per review, not the number of books reviewed. The printing line will probably go over budget by \$2,000.00 to \$3,000.00; the rest of the budget is on target. Hunter noted that his institution will pay postage for books sent to reviewers; this will skew the budget while he is book reviews editor. There was discussion of AR's billing process and whether the June issue bills should continue to be combined and paid in the next fiscal year.

b. New staff members include Charlotte Crockett, music software reviews editor; James Cassaro, video reviews editor; and David Hunter, book reviews editor. Karen Little is retiring as indexer. Shelley Rogers has retired as co-compiler of the Index to Equipment Review and the index will be discontinued after September 1994.

c. Zager has accepted half of the articles submitted or commissioned. Six have been on librarianship and thirteen have been on music or musicology. Some articles are sent out for review.

The board commended Zager for his fine work.

VIII. Special Committees.

A. Handbook Revision.

Christensen presented two proposed revisions to the MLA Handbook. The addition of section III.E. reflects the board's decision to make the Advertising Manager a Special Officer. Section II.B.5.a. is revised to include a statement about the President's responsibility to report to the board the formation or cessation of any appointed position or group. It was moved by Beth Christensen, seconded, and unanimously carried that the Handbook section on the Advertising Manager be approved. A friendly amendment to the revision changed occurrences of "MLA Membership Directory" to "MLA Membership Handbook." It was moved by Beth Christensen, seconded, and unanimously carried that the revision to Handbook section II.B.5.a. be approved.

Christensen received accolades from the board for her work on the Handbook.

B. Ad Hoc Board Committee to Set Agenda for Discussion of MLA's Goals.

The discussion of MLA's goals focused on the following questions: How should MLA establish its programmatic and financial goals? What are these goals? How should MLA define its development goals? What are MLA's investment goals?

Investment goals.

Robert Curtis, Investments Subcommittee Chair, distributed an outline and a compounding chart. The subcommittee will observe and evaluate the strengths and potential weaknesses of how the subcommittee works, and will discuss the pros and cons of socially responsible investments and of professional money managers. Curtis pointed out that there will be times when MLA loses money in the short term because the stock markets go up and down, but that the association's focus is on long-term growth. The long-term goal is to have a permanent fund three times the size of the operating budget. The compounding of reinvested earnings will eventually make this happen without additions to the fund, but it will happen faster and the earnings will be usable sooner if contributions of principal are made.

Curtis was asked whether a permanent fund goal of two times operating costs would be sufficient. He said it would not. The purpose of having a permanent fund three times the size of the operating cost is to protect MLA in the event of a fiscal crisis. Two times the size would not provide enough of a cushion against escalating operating costs. A scenario which could result in a fiscal emergency for MLA would be if weather prevented a large number of conference attendees from reaching the conference site.

For fund-raising purposes, it is useful to talk about insuring the long-term fiscal health of the association, but also to show that MLA will eventually be able to use the income generated by the Permanent Fund. At current levels, the interest generated by the fund would not be a significant addition to the operating budget. A board member wondered how to approach older MLA members who have supported the association in the past, and younger members who cannot afford to contribute at present. Older members might be attracted to the idea of contributing to the Permanent Fund, particularly through a bequest. Short-term goals, such as funding the awards and travel grants, might appeal more to younger members. Both have a place in the fund-raising goals of the association. MLA needs to establish the tradition of giving, and maintain and increase the membership base.

There was concern about building the Permanent Fund during a time of tight operating budgets. It was felt that bequests were the key to this area of fund raising. Outside foundations and institutions could also be targeted, although MLA should not compete with its members' institutions for funds. The board liked the idea of conducting this campaign quietly until the year 2000, with presidential or other individual solicitations to individuals or

corporations. The Giving to MLA brochure will also address this area. The board expressed interest in having the membership renewal form add the options of contributing to the operating budget and the Permanent Fund.

Curtis touched on socially responsible investing and how social responsibility can affect fiscal responsibility. A smaller choice of instruments and sometimes lower returns are the trade-offs for socially responsible investing. The subcommittee has discussed and will continue to discuss this issue.

Curtis asked whether there needs to be a change in the subcommittee's status or reporting relationship. The board said it likes the way Investments Subcommittee matters are filtered through the Finance Committee before they come to the board. The possibility was raised of having the Investments Subcommittee Chair attend meetings or become a member of the Finance Committee.

Other Goals.

The discussion turned to other goals. Ochs stated the premise that MLA is now fulfilling its purposes adequately. Board members felt there were shortfalls in several areas. Apart from the Index and Bibliography Series, the association is not actively furthering studies in music bibliography. More work could be done to promote the career of music librarianship. Apart from Education Committee workshops, there is no coordinated program of education. The association could do more to advocate the use of music libraries or promote music libraries in general. Finances affect the realization of these goals. Board members felt the advocacy aspect of the association is important, and that a stable membership base and financial solvency are crucial. Presenting a professional image is also important. Statistical data about MLA members and their positions would be a useful resource, as is the Basic Music Library.

How to Establish Goals.

It was felt that MLA might have a larger membership pool than we realize. Performers, musicologists, and other music library users could all support the music librarian's point of view. The board liked the idea of bringing together a broad group of current and past board members, "elders" in the profession, corporate members, musicologists, performers, students, and other music library users with diverse viewpoints to help MLA set its goals. In 1974/75, a goals committee addressed some pressing issues, and even though some of the verbiage in its report (Notes 32/1) is pat, the board agreed that this is a useful process. The board was in favor of having a committee with four or five members organize a retreat to which a broad group of people would be invited and for which

position papers would be solicited. Outside funding is often available for this type of retreat.

Charge and Composition of Goals Committee.

The following charge for the committee was drafted: to examine MLA's mission and goals, current programs, objectives, and fiscal foundations. The committee will set in place a mechanism for gathering information from the membership as well as other constituencies. After gathering information, the committee will make recommendations for long- and short-term goals of the association, and produce a report.

The board would like for the committee to complete its work by 1996, and provide an interim report in February 1995. The board emphasized that the retreat idea is essential to the process. Ochs will address the board's discussion and plan in the forthcoming issue of the Newsletter.

The board discussed the composition of the committee and agreed that board experience and fiscal experience must be represented. It might also be useful to have the viewpoints of someone new to the profession but with experience in a related area, such as musicology. The board agreed that this committee, unlike the 1974/75 committee, should comprise experienced members. Other viewpoints will be represented in the larger retreat group. Characteristics that are desirable for the committee include a diversity of work experience, chapter experience, MLA publications experience, and experience with other organizations.

Immediate Fiscal Concerns.

Certain fiscal matters must be addressed before June. Walker pointed out that the past six years have shown some fiscal assumptions to be false, and there is no formal policy that requires the board to maintain them. The dues increase in 1987/88 did not create the operating budget surplus that carried the association through 1993/94, and the dues increase in 1993/94 will not create a sufficient surplus to carry the association for the next five to six years. For 1994/95, the options are to hold expenditures at the current level, or change the ideas about what earns money for the association. The board supported dropping the assumption that the conventions, publications other than Notes, and the Placement Service are always budgeted to balance. In response to the concern that conference attendees should not subsidize other areas of the association, it was pointed out that overhead is part of operating the association, and that there would be no convention without the association. A comparison of income and expenditures from 1987/88 to 1992/93 shows that MLA is spending the same percentage of

income across categories, and that income is consistent across categories.

It was moved by David Hunter, seconded, and unanimously carried that earnings from the Permanent Fund shall be reinvested until the year 2000, at which time the handling of the Permanent Fund will be reevaluated.

It was moved by David Hunter, seconded, and unanimously carried that the Finance Committee should budget the convention, publications other than Notes, the Placement Service, and other sources of revenue to cover costs or generate a surplus.

C. Awards.

1. Publication Awards. It was moved by David Hunter, seconded, and unanimously carried that the committee's report be accepted as submitted. Awards are as follows:

a. Vincent H. Duckles Award for the best book-length bibliography or other research tool in music: Mary Kay Duggan, *Italian Music Incunabula: Printers and Type*. Berkeley: University of California Press, 1992.

b. Richard S. Hill Award for the best article on music librarianship or article of a music-bibliographic nature: Danette Cook Adamson and Mimi Tashiro, "Servants, Scholars, and Sleuths: Early Leaders in California Music Librarianship," *Notes* 48/3 (March 1992), 806-835.

c. Eva Judd O'Meara Award for the best review in *Notes*: Susan Sommer, for her review of Baker's *Biographical Dictionary of Musicians*, 8th edition, in *Notes* 49/2 (September 1992), 67-70.

2. Walter Gerboth Award. It was moved by Elizabeth Davis, seconded, and unanimously carried that the board accept the recommendation of the Gerboth Award Committee. An award in the amount of \$846.00 will be given to Felicia Piscitelli in support of her project, "A bibliography of Catholic hymnals published in the United States from the Second Vatican Council to the present (1965-1993)."

Committee chair David Hunter noted that the committee's letter to young members of the association did not seem to increase the pool of applicants.

D. Bibliographic Control.

The board reviewed Jennifer Bowen's report, and agreed that the BCC liaisons have provided influential and visible representation for the profession and the association. Walker noted

that under existing guidelines, Bowen can distribute her budget as she sees fit, as long as the main line is not exceeded. The board would like to see the report of the Task Force to Examine the Structure of the Bibliographic Control Committee, and then solicit a recommendation from the BCC that would address their sense of priority regarding Subject Access and Authorities.

1. CC:DA. The board noted the receipt of Philip Schreur's report of the 1994 Midwinter Meeting.

2. MARBI. Jerry McBride's Midwinter report was distributed via e-mail before the meeting.

E. Preservation. John Shepard.

John Shepard reported on work of the committee.

1. Pre-conference workshop on preservation. The focus of this hands-on workshop would be on binding and care of music scores. The Northeast Document Conservation Center has expressed interest in presenting workshops for MLA members, which is something to keep in mind for the Boston meeting in 1998.

2. TR on pam binding. Shepard briefed the board on the history and status of this publication-in-progress. The board was in favor of having it brought to completion.

3. Proposal for a seminar on establishing preservation priorities for music in recorded form. This seminar would address the intellectual priorities for preservation of recorded music, and would result in a publication. These intellectual standards will be useful tools for institutions as they apply for funds to preserve collections. ARSC committees will probably seek a grant to work on technical standards. It was moved by Elizabeth Davis, seconded, and unanimously carried that the board accept the Preservation Committee's report and encourage the committee to pursue the proposed seminar through the Commission on Preservation and Access as aggressively as possible and keep the board informed. The board would like to see more diversity in the list of seminar attendees.

The board commended and thanked Shepard and the committee.

F. Public Libraries. Ochs read a report from Carolyn Dow thanking the board for funding the Public Libraries Committee's presentation at ALA in New Orleans in June 1993.

IX. Reports of Search Committees.

A. Placement Officer.

Paula Elliot reported for the search committee (Pat Fiskens and Don L. Roberts, members). The committee recommended Beth Rebman for the position. It was moved by David Hunter, seconded, and unanimously carried that the board accept the recommendation of the Placement Officer Search Committee.

B. Treasurer.

Elizabeth Davis reported on behalf of search committee chair Victor Cardell, who was ill. The committee recommended that James Cassaro be appointed Treasurer. It was moved by Don L. Roberts, seconded, and unanimously carried that the committee's report be accepted. The third member of the search committee was Richard Griscom.

X. Reports from Representatives to Other Organizations, etc.

A. ALA. Matthews distributed the remainder of her report, a summary of her activities at ALA in Los Angeles.

Matthews offered the remainder of her 1993/94 travel budget to fund James Cassaro's attendance at the June ALA meeting in Miami, which will enable him to participate in a joint presentation with the Dance Librarians Discussion Group and the Theater Library Association. The board agreed to this, but this action does not set a precedent.

B. CNLIA. Jane Gottlieb reported for Sherry Vellucci, MLA representative to and President Elect of CNLIA, who has asked for MLA's evaluation of the role of CNLIA. Vellucci recommends that MLA encourage CNLIA to examine its mission; if they do not come up with a convincing new direction, MLA should consider dropping its membership in the organization.

C. NISO. Lenore Coral provided background information on the statistics standard. During balloting last spring, MLA voted "no" because the standard lumped music together with books rather than place it in a separate category. During reballoting, six more "no" votes were recorded. The standard is still in limbo. ARL support of MLA's position would be helpful.

D. MLA/MPA/MOLA.

1. Task Force on Music Publishers' Archives. Ochs

distributed a report from coordinator Kent Underwood and the task force's draft Archival Guidelines for the Music Publishing Industry. The board agreed that the task force has been a good bridge among the three organizations and extended its term for another year.

E. MLA/NASM. Jane Gottlieb reported on a document she received from NASM in November. It reformulates previously discussed issues in the form of questions that can be used as a checklist in a local situation. It is not an assessment document. The joint committee's final meeting will take place in April, when final editing of the committee's report will take place. Publication is scheduled for fall. Gottlieb will prepare a written report for the June board meeting.

XI. Old Business.

A. ASCAP License Agreement. Davis reported that she and Ochs met with an attorney who gave them the proper wording for a response to ASCAP. In Kansas City, the hotel's contract with rights organizations takes care of all events on their premises and covers MLA completely. The convention managers have been informed.

B. Ad Hoc Board Committee to Draft Committee Charges. The board supported the idea of putting instructions for subscribing to MLA-L in the Membership Handbook and Administrative Structure. The relationship among MLA, MLA-L, and Indiana University as the host site for MLA-L is not formal. It was moved by David Hunter, seconded, and later withdrawn that MLA endorse the creation and maintenance of an unmoderated electronic mail distribution list, MLA-L. Griscom will solicit Ralph Papakhian's thoughts on this matter.

XII. New Business.

A. Future board meetings.

The board will meet June 2-5 at Juilliard. Finance Committee meetings will begin at 9:00 am on Thursday, June 2; the full board will gather at 2:00 pm on Friday, June 3, and continue until noon on Sunday, June 5. Dates for the fall board meeting were tentatively set as September 22-25, with the Finance Committee beginning at 2:00 pm on Thursday.

XIII. Adjournment. Ochs thanked outgoing board members. A motion to adjourn carried unanimously.

Submitted by Nancy Nuzzo, Recording Secretary.

Appendix I. New policies adopted by the board.

The Reports Gatherer on the board will serve as a liaison between the board and the Program Committee. (VII.D.3.)

Certain items shall be included in the series editors' letters recommending new publications. (VII.E.1.)

Earnings from the Permanent Fund shall be reinvested until the year 2000, at which time the handling of the Permanent Fund will be reevaluated. (VIII.B.)

The Finance Committee should budget the convention, publications other than Notes, the Placement Service, and other sources of revenue to cover costs or generate a surplus. (VIII.B.)

Appendix II. List of actions to be taken.

Action	By whom	By when
1. Invoice MCB subscribers for MCB Index (IV.D.)	Griscom	7/94
2. Address areas of lib. spec. in cover letter (IV.E.)	Griscom/ Ochs	6/94
3. Reprint red brochure? (IV.F.)	Griscom	6/94
4. Delete dead committees (V.B.), add new ones (VII.E.3., etc.)	Griscom, Hunter	6/94
5. Provide Program Comm. with relevant board policies (VII.D.3.)	Matthews	done

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|---|---------|--------|
| 6. Appoint TR editor search comm. (VII.E.2.) | Ochs | done |
| 7. Ask 1994 Nom. Comm. to address geographic distr. (10/93: VII.D.1.) | Ochs | done |
| 8. Appoint goals committee (VIII.B.) | Ochs | done |
| 9. Address goals committee and process in NL article (VIII.B.) | Ochs | 4/1/94 |
| 10. Solicit Papakhian's input on MLA-L and Clearinghouse (XI.B.) | Griscom | done |
| 11. Create Fiscal Policy Manual (VII.C.3) | Davis | 9/94 |