

**MUSIC TEACHERS NATIONAL ASSOCIATION  
BOARD OF DIRECTORS MEETING**

**Atlanta, Georgia  
March 27 and April 1, 2009**

**MINUTES**

**ATTENDEES**

**Present**

President Gail Berenson, President-elect Ann Gipson, Vice President Janice Wenger, Secretary-Treasurer Judith Price, Executive Director Gary Ingle (ex officio without vote), Fay Adams (Southern Division), Lezlee Bishop (Southwest Division), Thomas Ediger (West Central Division), Ellen Flint (Eastern Division), Debra Florian (Northwest Division), Celinda Hallbauer (South Central Division), and Karen Thickstun (East Central Division)

Absent: Immediate Past President Paul Stewart

**Staff Present**

Senior Deputy Executive Director Marge Bengel

**CALL TO ORDER**

President Gail Berenson called the meeting to order at 9:00 a.m. on March 27, 2009.

**MINUTES**

The minutes of the December 2008 meeting were approved via email in January 2009. There was one additional correction on page 1 under "Present": change East Central to West Central following Director Thomas Ediger's name.

**Motion (Flint) and second (Thickstun) to omit names of actual voters unless requested by those casting a vote of dissent.**

**PASSED (unanimous)**

## **REPORTS**

### **National Officer Reports**

Written reports were received from the following National Officers: President Gail Berenson, President-elect Ann Gipson, Vice President Janice Wenger (see Year of Collaborative Music Task Force report), and Secretary-Treasurer Judith Price.

Executive Director Gary Ingle led a review of the financial reports. The February 29, 2009 financial reports were the most recent reports available. Assets of MTNA are \$2,003,213.53 with liabilities of \$83,215.65, and income of \$1,468,592.44 with expenses of \$1,325,064.54. Unrestricted long-term investments are \$521,680.40. The Foundation Fund Endowment Account has assets of \$493,820.48 and the McHose Trust has assets of \$411,201.54. Assets of the MTNA Certification Program, as of February 28, 2009 are \$44,566.20 with no liabilities, and income of \$23,072.09 with expenses of \$35,353.15.

### **Division Directors**

Written reports were received from directors of all divisions: East Central (Karen Thickstun), Eastern (Ellen Flint), Northwest (Debra Florian), South Central (Celinda Hallbauer), Southern (Fay Adams), Southwest (Lezlee Bishop) and West Central (Thomas Ediger).

### **National Program Chairs**

A written report was received from the Composer Commissioning Chair (Ann Witherspoon).

### **Standing and Special Committees**

Written reports from the following standing and special committees were reviewed: *AMT* Editorial Committee (William Westney), 2009 Conference Planning Committee (Kenneth Christensen), Finance Committee (Judith Price), Membership Committee (Ann Gipson), Partnership Review Committee (Ann Gipson), Pedagogy Saturday Planning Committee (Barbara English Maris), and Summit for MTNA Leadership Planning Committee (Ann Gipson).

Gipson reported that the Partnership Review Committee met in December 2008 and approved MTNA's partnership with NAMM: the International Music Products Association on its Lesson Locator project. The Lesson Locator will be part of NAMM's sponsored website [www.wannaplaymusic.com](http://www.wannaplaymusic.com). This site is a national public awareness campaign designed to target the 82 percent of people who don't currently play a musical instrument, but wish they did. As a part of the

continued development of the website, MTNA has agreed to provide NAMM with access to the member data contained in our own online Certified Teacher Directory. This will dramatically increase the exposure of the MTNA Certification program and inform the public of the importance of studying music with a qualified music teacher.

### **Ad Hoc Committees**

A written report was received from the Year of Collaborative Music Task Force (Janice Wenger). Wenger reported the members of the Task Force are: Jean Barr, Eastman School of Music; Andrew Campbell, Arizona State University; Anne Epperson, University of Texas; Alexandra Nguyen, University of Colorado; and Jennifer Snow, UCLA. The committee is developing its purpose and mission and considering several projects for 2010-2011, including the creation of an honorary advisory committee of “big names,” recommendations for state and local affiliate activities, inviting other professional organizations to participate, and identifying one day to have a world-wide Day of Collaborative Music.”

### **Executive Director Report**

A written report was received from the Executive Director. He reported that, since the last Board meeting in December 2008, his focus has been on the economic crisis and its on-going impact on MTNA. Expenses have been cut in a variety of areas and efficiencies in operations have been considered and implemented. Although solutions to the crisis remain elusive, MTNA will continue to search for answers and operate as efficiently and effectively as possible.

## **BUSINESS**

### **Presidential Appointments**

**Motion (Gipson) and second (Price) that the Board of Directors ratify the following appointments:**

#### **Collegiate Chapter of the Year Award – 2009-2011**

Timothy Shafer, chair	PA	E
Martha Thomas	GA	SO
Yu-Jane Yang	UT	SW

#### **Local Association of the Year Award – 2009-2011**

Ken Bales, chair	NE	WC
Adrienne Wiley	MI	EC
Martha Stubbs	FL	SO

**State Affiliate of the Year Award – 2009-2011**

Molly Morrison, chair	MT	NW
Linda Broadbent	UT	SW
Robert Scott Beard	WV	E

**Teacher of the Year Award – 2009-2011**

Geri Cheney Gibbs, chair	UT	SW
Sue Steck-Turner	LA	SC
Debra Ronning	PA	E

**Local Association Grant Committee – 2009-2011**

Grace McFarlane, chair	DC	E
Nancy Kaesler	CO	WC
Patti Robertson	WA	NW

**Teacher Enrichment Grant Committee – 2009-2011**

Susan Connor, chair	TX	SC
Karen Harrington	OK	SC
Debra Gunnerson	VA	SO

**Studio Teacher Fellowship Award – 2009-2011**

Joanna Grace, chair	WI	EC
Bill Erlandson	CA	Roland Corp
Robert Vandall	OH	EC

**2010 Pedagogy Saturday Planning Committee Members**

Louis Nagel, University of Michigan  
Peter Takacs, Oberlin (OH)  
Sheila Vail, Cincinnati, OH  
David Korevaar, University of Colorado

**2010 Conference Planning Committee Members**

Peter Davis	SC	SD	College-Level Artist Piano
Jee Wong	WA	NW	Technology/Industry
Suzanne Schons	MN	WC	Pedagogy

**Pre-Collegiate Membership Task Force**

Marilyn Linde	WA
Coila Robinson	UT
Rachel Kramer	OH
Sherry Frush	TX

**PASSED (unanimous)**

## **Election of Nominating Committee Members**

The Nominating Committee is elected at the annual session in odd-numbered years to nominate Division officers, and national officers to the Board of Directors.

The Board of Directors is required to elect for the 2009-2011 biennium two of its members to serve on the Nominating Committee.

In March 2002, the Board established a Standing Rule to clarify the implications of the two year term:

*Members of the Nominating Committee elected by the Board of Directors shall serve a two-year term, even if the term of office for a member on the Board of Directors expires.*

Four Board members were nominated: Fay Adams, Debra Florian, Ellen Flint and Celinda Hallbauer.

**By secret ballot, the Board elected Fay Adams and Debra Florian to serve on the 2009-2011 Nominating Committee.**

**Motion (Ediger) and Second (Bishop) to confirm the selection of Fay Adams and Debra Florian to the 2009-2011 Nominating Committee.**

**PASSED (unanimous)**

The meeting was recessed at 11:45 a.m.

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The meeting was reconvened at 1:30 p.m.

## **Financial Stabilization Plan**

Executive Director Ingle distributed a *Financial Stabilization Plan* for the Board's review and discussion. The plan is as follows:

### **Background**

Since the December 2008 Board meeting – less than three months ago– the economy has become even more wretched. And the problems are only expected to get worse. Unlike other recessions, the current downturn has forced everyone – corporations, government, non-profits – to retrench. Nonprofits have been especially susceptible to these tough times, shedding staff, cutting programs, and shrinking services.

As much as we would like to believe that MTNA is immune to the financial crisis, the reality is quite the opposite. Most non profits have seen a sharp and pronounced drop in revenues. MTNA is no exception. Our advertisers, donors, and members have all been weakened financially by the crisis. As a result, all MTNA revenue streams for FY 2009 are under the anticipated income levels. Dues income is down, print advertising is down, Foundation Fund donations are down, and national conference revenue is down. It's obvious that the members and the industry have to prioritize where they spend their money.

In anticipation of the crisis, and to replenish our cash position depleted by two years of deficits, austerity spending measures were initiated in the summer of 2008 along with the exploration of ways to reduce our overhead. At the December 2008 Board meeting, we agreed on a three year timeframe to deal with the deficits. Unfortunately, the global economy nosedived, and now we are required to confront some crucial financial issues immediately to stabilize our financial health.

This Financial Stabilization Plan is proposed to provide a framework for navigating through the crisis. The plan is in four phases: Phase 1: through March 31, 2009; Phase 2: April 1-June 30, 2009; Phase 3: FY 2010 (July 1, 2009-June 30, 2010); and Phase 4: FY 2011 and beyond.

#### **Phase 1: through March 31, 2009**

The goal of this phase was to assure adequate cash flow to get us through the conference and up to the point when dues renewals provide significant cash inflows (approximately April 15). By continuing the austerity measures already in place (especially the freeze on travel), reducing conference expenditures where possible (especially in print materials and audio/visuals), and eliminating one full-time staff position (David Needham, web specialist), this goal was accomplished. We project cash available on March 31 to be \$104,992.

#### **Phase 2: April 1-June 30, 2009**

The goal of this phase is to spend as little of the dues renewal cash as possible during this timeframe by reducing expenses further and maximizing our dues revenue potential by aggressively promoting the importance of MTNA membership during the crisis. In addition to continuing austerity measures, expenses were further reduced by eliminating two part-time staff positions (Phyllis Pieffer, Director of Member Development and Rachel Kramer, Member Liaison). We project that \$465,176 of next year's dues revenues will be spent during this last quarter of our fiscal year.

#### **Phase 3: FY 2010 (July 1, 2009-June 30, 2010)**

The goal of this phase is to resize MTNA based on current economic realities and to start saving cash and building up surpluses. Approximately \$465,000 of FY 2010

cash will have been used during FY 2009. This amount must be made up over time. It is not feasible to make up the entire amount in one year. I propose a three year plan to start. Therefore, a budget surplus of approximately \$150,000 per year for FY 2010, 2011, and 2012 will be required. However, given that income projections are just that...projections, and given the large amount of non-discretionary (hence uncontrollable) expenses in our budget, it is proposed that a large cushion, an additional \$75,000-100,000, be built-into the FY 2010 budget, which itself will be based on even more conservative revenue projections and liberal expenditure projections. Thus, budget cuts of approximately \$250,000 must be found in next year's budget.

The following actions are recommended for FY 2010 for a savings of approximately \$269,000:

- Eliminate three full-time staff positions
- Eliminate two (2) part-time staff positions
- Suspend the Summit for MTNA Leadership
- Postpone July Board meeting to September at HQ
- Eliminate December Board meeting
- Reduce size of the AMT to maximum of 80 pages
- Eliminate MTNA Membership Card
- Eliminate paper ballot in AMT
- Eliminate paper Board Agenda Book

In addition, the following actions, which have no savings per se but will avoid increases to FY 2010 budget, are also recommended:

- Staff salaries frozen at current amounts.
- The Graphic Designer position remains as a 1099 employee, without benefits.

In order to implement staff reductions, MTNA programs, services, and procedures must be reevaluated and adjusted. For example, the Music for Everyone program could become an online program not requiring staff support. The move to digital Board books will decrease staff time required to collate, assemble and mail them.

Further expenditure cuts will be warranted if revenues continue to decline. We are especially dependent upon membership renewals.

Certainly, these decisions should be reevaluated each year during the budget process. The recovery is uncertain, as are our members' responses to the downturn. Therefore, adjustments should be made as circumstances dictate. In addition, in order to better control expenditures, we must look for ways to reduce the amount of non-discretionary expenses and increase the amount of discretionary expenditures.

At issue is also that of the long-term reserves: At what point in time, if any, do we convert long-term invested reserves to cash to stop the loss of market value and to

insure we have an appropriate and adequate amount of cash in reserve? The invested reserves have declined from almost \$800,000 a couple of years ago to \$521,680 as of February 28, 2009. However, at the point we withdraw any cash, we will realize these losses. In addition, the reserve fund could (and probably will) keep dropping in value. And if we are forced to tap it in a year or so, we may only have, say, \$300,000 in it, which may or may not be an adequate amount during this crisis. It is a dilemma. However, I believe we should continue to take our chances and leave the reserves untouched and find other cuts or even credit if absolutely necessary.

#### **Phase 4: FY 2011 and Beyond**

This phase requires the Board to look at the long term. Given the current realities, it is likely that both our members and industry partners will have less money, and thus will have a tendency to look for ways to save money. They will do so by determining what is essential and what is non-essential. And the crucial question is: Will MTNA be an essential or a non-essential expenditure?

Furthermore, most association “experts” are predicting large declines in membership in associations like ours. Only those associations in which membership is required to practice the profession will continue to flourish. People today do not join organizations as they did in the past, and they volunteer even less. And the competition from the internet in providing information is strong.

Therefore, it is imperative that we reinvent MTNA to make it essential to young and old alike. As Ann and I learned at the ASAE Symposium for Chief Elected and Chief Executive Officers in January, members today “want what they want, how they want it, when they want it.” And technology is the enabler.

Over the coming years, we must refocus MTNA on its core programs, which are enumerated on our income statement: conferences, publications, competitions, foundation fund, and certification. These are our revenue producing activities.

In addition, we must continue to operate efficiently and effectively but in fewer areas that are more germane to our mission. We must determine the few things we do better than anyone else or that we alone provide. We must continue to reduce our costs and at the same time properly and adequately fund the programs and services we perform. And we must be sure that what we are doing is adding value to the music teacher and the music teaching profession.

**Motion (Wenger) and second (Price) to suspend the Summit for MTNA Leadership for 2009.**

**PASSED (7 Yes, 3 No)**



**Motion (Wenger) and second (Price) to postpone the July 2009 Board of Directors meeting to September 10-13, 2009 and meet in Cincinnati, Ohio.**

**PASSED (unanimous)**

**Motion (Hallbauer) and second (Adams) to cancel the December 2009 Board of Directors meeting.**

**PASSED (unanimous)**

**Motion (Adams) and second (Gipson) to authorize the Finance Committee to approve the FY 2010 MTNA and MTNA Certification budgets at its June 2009 meeting.**

**PASSED (unanimous)**

**Motion (Price) and second (Hallbauer) to freeze the Executive Director's salary for FY 2010.**

**PASSED (unanimous)**

**Motion (Price) and second (Hallbauer) to approve the Financial Stabilization Plan as presented.**

**PASSED (unanimous)**

**Recognition of Outgoing Officers**

**Motion (Ingle) and second (Ediger) that the Board express its profound gratitude and appreciation to the following officers for their service to the association 2007-2009:**

**Gail Berenson, President  
Ann Gipson, President-elect  
Paul Stewart, Immediate Past President  
Janice Wenger, Vice President  
Judith Price, Secretary-Treasurer**

**PASSED (unanimous)**

**Lifetime Membership for President Berenson**

**Motion (Gipson) and Second (Flint) that the Board confer MTNA Lifetime Membership status on Gail Berenson in honor of her outstanding leadership and dedicated service to the association as MTNA President 2007-2009.**

**PASSED (unanimous)**

President-elect Gipson presented President Berenson with a Waterford vase from the Board as an expression of its gratitude.

The meeting was recessed at 5:00 p.m. on March 27, 2009.

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The meeting was reconvened at 9:30 a.m. on April 1, 2009.

President Berenson called the meeting to order and welcomed the newly elected officers to the meeting:

Benjamin Caton	President-elect
Sigrid Luther	Vice President
Cheryl Pachak-Brooks	Secretary-Treasurer

Janice Wenger gave an update from the Year of the Collaborative Music Task Force. The Year of Collaborative Music will be celebrated March 2010 – 2011. The tentative date of the International Day of Collaborative Music will be January 22, 2011

**ADJOURNMENT**

There being no further business to come before the Board, the meeting was adjourned at 10:00 a.m.

Respectfully submitted,

Judith Price, NCTM  
Secretary-Treasurer