

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

**San Diego, California  
July 14 – 16, 2011**

## **MINUTES**

### **ATTENDEES**

#### **Present**

President Benjamin Caton, President-elect Kenneth Christensen, Immediate Past President Ann Gipson, Vice President Rebecca Johnson, Secretary-Treasurer Celinda Hallbauer, Executive Director & CEO Gary Ingle (ex officio without vote), Diane Birr (Eastern Division) Marianne Bryan (West Central Division), Amy Rose Immerman (East Central Division), Ethel Iwasaki (Southwest Division), Charles Jones (South Central Division), and Peter Mack (Northwest Division).

#### **Absent**

Richard Scott (Southern Division)

#### **Staff Present**

Senior Deputy Executive Director Marge Bengel and Deputy Executive Director and COO Brian Shepard

### **CALL TO ORDER**

President Benjamin Caton, NCTM called the meeting to order at 2:00 p.m. on Thursday July 14, 2011 and welcomed the new officers to the Board.

### **MINUTES**

The minutes of the March 2011 Board meeting were approved via email on May 10, 2011. There were no further corrections.

### **REPORTS**

#### **National Officer Reports**

Written reports from the Elected Officers were reviewed: President Benjamin Caton, President-elect Kenneth Christensen, Immediate Past President Ann Gipson, Vice President Rebecca Johnson and Secretary-Treasurer Celinda Hallbauer.

Hallbauer recognized Executive Director Gary Ingle, who led a review of the financial reports. The May 31, 2011 financial reports were the most recent reports available. Assets of MTNA are \$3,178,573.60 with liabilities of \$695,936.71. The bulk of the liabilities are Advance Dues for FY 2012 of \$636,411.95. Income is \$2,482,987.99 with expenses of \$1,846,291.04.

MTNA unrestricted long-term investments are \$751,314.36. The Foundation Fund Endowment Account has assets of \$801,793.92 and the McHose Trust has assets of \$592,455.70. Assets of the MTNA Certification Program, as of May 31, 2011, are \$118,821.43 with liabilities of \$630.97, and income of \$38,827.00 with expenses of \$29,907.29.

### **Division Director Reports**

Written reports from all seven Divisions were reviewed: East Central (Amy Immerman), Eastern (Diane Burr), Northwest (Peter Mack), South Central (Charles Jones), Southern (Richard Scott), Southwest (Ethel Iwasaki) and West Central (Marianne Bryan).

### **National Forums**

Written reports from the Forum chairs for the March 2011 meetings were reviewed: Arts Awareness and Advocacy (Peter Mack), Collaborative Performance (Marianne Bryan), College Faculty (Charles Jones), Collegiate Chapters (Richard Scott), Independent Music Teachers (Ethel Iwasaki) Local Associations (Amy Immerman) and Wellness (Diane Burr).

### **National Program Chairs**

Written reports from the Composer Commissioning chair (Ann Witherspoon) and Group Piano Piano Pedagogy chair (Courtney Crappell) were reviewed.

### **Standing Committees**

Written reports from the following standing committees were reviewed: Development Committee (Brian Chung), Finance Committee (Celinda Hallbauer), Membership Committee (Sigrid Luther), Nominating Committee (Ann Gipson), and the MTNA State Presidents Advisory Council (Jani Peterson).

Ann Gipson, chair of the Nominating Committee, submitted the slate of nominees for Division Directors-elect for 2012-2014:

#### **East Central Division**

Adrienne Wiley (Michigan)  
Gail Heywood (Wisconsin)

#### **Eastern Division**

Chiu-Ling Lin (New Jersey)  
Grace McFarlane (Washington, D.C.)

#### **Northwest Division**

Jani Peterson (Washington)  
Susan Todd (Oregon)

#### **South Central Division**

Sharon Ard (Arkansas)  
Susan Conner (Texas)

**Southern Division**

Krista Wallace-Boaz (Kentucky)  
Marc Hebda (Florida)

**Southwest Division**

Helen Chao-Casano (Hawaii)  
Darlene Vlasek (California)

**West Central Division**

Suzanne Torkelson (Iowa)  
DeeAnn Brown (Kansas)

The election for MTNA Division Director-elect will take place in winter 2012, with the ballot appearing online and in the February/March 2012 issue of *The American Music Teacher*.

**Special Committees**

Written reports from the following special committees were reviewed: 2012 Conference Planning Committee (Rebecca Johnson), 2011 Pedagogy Saturday Committee (Janice Wenger), 2012 Pedagogy Saturday Committee (Peter Mack), Exhibitor Committee (Heidi Steeno), *AMT* Editorial Committee (James Litzelman), e-Journal Editorial Committee (Lesley McAllister), MTNA Partnership Review Committee (Kenneth Christensen), and RMM Certificate Work Group (Gary Ingle).

**RMM Certificate Work Group**

In November 2010, a working group was established to explore the idea of an MTNA credentialing program for teachers of Recreational Music Making. MTNA has been a leader in the development of this unique aspect of music instruction. For many years, MTNA has recognized the importance of Recreational Music Teaching and its distinctive teaching requirements related to pedagogical approach, social and group dynamics, and business planning and marketing.

The Working Group consists of Benjamin Caton, Kenneth Christensen, Brian Chung, Brenda Dillon, Ann Gipson, and Brian Shepard. Madeline Crouch, Executive Director of the National Piano Foundation, and Gary Ingle serve as co-facilitators of the group. The Working Group organized itself into two sub-groups, one to develop content and the other to develop marketing strategies:

**Content Working Group:**

Brenda Dillon, chair  
Ann Gipson  
Kenneth Christensen

**Communications Working Group:**

Brian Chung, chair  
Benjamin Caton  
Brian Shepard

The Content Working Group and the co-facilitators met on May 19, 2011 at the offices of Madeline Crouch in Dallas, Texas. The day-long discussions led to the following conclusions:

- 1) The idea for a “Nationally Certified Teacher of Recreational Music” was eliminated. It was strongly believed that any attempt to expand the current “NCTM” program to include the “NCTRM” would be a risky move for both the NCTM program and the RMM program. The NCTMs may view a new certification as diminishing the NCTM program. The RMM teachers/facilitators may view it as an unattainable and unnecessary goal. Therefore, the prudent course of action is to develop only the “certificate” approach (at least for the time being), which may be added to an NCTM’s dossier (Nationally Certified Teacher of Music with a Certificate in Recreational Music Teaching) or be the sole credential for others (a Certificate in Recreational Music Teaching).
- 2) Two certificate programs will be developed: (1) the Certificate in Recreational Music Teaching, and (2) the Certificate in Group Piano Teaching.
- 3) The development of the RMM Certificate will be headed by Brenda Dillon and the Group Teaching Certificate by Ann Gipson. Each will tap the resources of teachers who have excelled in the respective areas.
- 4) The basic purpose of the certificates is to improve the level of teaching practice within these two areas. A set of standards will be established based on the essential skills and knowledge required to be a competent RMM or group teacher. The standards will enumerate what a competent teacher “must know and be able to do.” The certificates will be given to candidates who have demonstrated successfully their attainment of these prescribed standards.
- 5) A timeline was agreed upon:

July 14:	Report to the MTNA Board and approval to proceed
September 1:	First draft completed
October 1:	Second draft completed
November 1:	Final draft completed
December 1:	Program approved by the MTNA Board
January 12:	Announcement at NAMM in Anaheim
March 27:	Rollout at MTNA in New York City

**Motion and second for the RMM Certificate Work Group to continue with the work outlined above.**

**PASSED**

### **Executive Director & CEO Report**

The Board reviewed the written report submitted by Executive Director & CEO Gary Ingle. He reported that his work since the last Board meetings at the MTNA National Conference in Milwaukee has focused on both the internal and external aspects of his role as Executive Director & CEO of MTNA.

## **Major Internal Activities**

### **Conference**

1. Wrap-up of the 2011 National Conference in Milwaukee.
2. Final site visit to NYC and the Hilton Manhattan for the 2012 National Conference.
3. Meeting of the 2012 Conference Planning Committee in Cincinnati.

### **State Affiliates**

1. Attended the Colorado State MTA annual conference in Northglenn, Colorado. This was the 48<sup>th</sup> state in which I have represented the national association at a state affiliate annual conference. Overall, it was my 68<sup>th</sup> state conference.
2. Supported the Alabama MTA following the tornadoes that devastated the state, providing \$5,000 in relief from MTNA.

### **Programs**

1. Attended the meeting of the Content Work Group of the RMM Certificate Committee in Dallas, Texas.
2. Continued work on organizing the FOUNDATION FUND Development Committee in “teams” to accomplish its work.
3. Visited Jane Snow in Albuquerque for her 97<sup>th</sup> birthday.

### **Technology**

1. Worked with Bent and the MTNA staff in the development of the new and improved website to be introduced within the next month.

### **Finance**

1. Worked with Marge and Brian in developing and presenting to the Finance Committee the FY 2012 MTNA and MTNA Certification budget proposal.

## **Major External Activities**

### **National**

1. Attended the annual conference of the Retail Print Music Dealers Association in Tampa, Florida.
2. Continued work with Carnegie Hall and the Royal Conservatory of Music to further define MTNA’s role in *The Achievement Program*.
3. Initiated MTNA’s role with the Performing Arts Medicine Association’s “Athletes and the Arts” partnership.
4. Attended the annual conference of the Music Teachers Association of California (non-MTNA affiliated) in Oakland, California to speak and bring greetings on behalf of MTNA.
5. Presided over the Annual General Meeting of the National Music Council of the United States and hosted its American Eagle Awards in New York City, which are presented to individuals and organizations that have made significant and lasting contributions to music in America. This years recipients were Peter Yarrow (of Peter, Paul, and Mary), Nile Rodgers (of “We are Family”) and the Duke Foundation.

**International**

1. Attended the Executive Board meeting of the International Music Council in Budapest (serve as the only North American on the Board).
2. Attended at its invitation the Board meeting of the Piano Manufacturers Association International in Carlsbad, California.
3. Represented MTNA at the biennial conference of the Canadian Federation of Music Teachers Associations in Regina, Saskatchewan.
4. Spoke via YouTube to convey a video message of MTNA encouragement and support to the music teachers and students in Japan who are recovering from the earthquake and tsunami.
5. Met with officials of the World Choir Games to discuss any potential roles of MTNA. The games, held every four years in various countries, will take place in Cincinnati in July 2012.

Other highlights of his report are:

The MTNA 501 (c) (3) Group Exemption now has 204 members in the group resulting in a combined total savings of \$102,000 for the members of the group.

Southeast District of OMTA	OH
Eastern Arizona MTA	AZ
Enumclaw MTA	WA
Broomfield MTA	CO
Mount Rainier MTA	WA
York MTA	PA

Advertising for the 2010–2011 *AMT* year is up \$41,350 from this point last year and \$55,177 ahead of the budget goal for this year:

<b>Issue</b>	<b>FY 2011</b>
A/S	\$32,712.00
O/N	\$51,630.50
D/J	\$37,313.00
F/M	\$39,272.50
A/M	\$37,814.50
J/J	\$26,434.50
<b>Totals</b>	<b>\$225,177.00</b>
<b>Program Book</b>	\$21,850.00

The membership development plan, *Each One Reach One*, is well underway, and materials were distributed to state presidents and membership chairs for use at the summer state conferences.

Plans are being formulated for increasing the number of members of the Legacy Society.

The MTNA MEMBERSHIP COUNT AS OF MAY 31, 2011 was as follows:

<b>MEMBER TYPE</b>	<b>CURRENT MONTH</b>	<b>PREVIOUS YEAR MONTH</b>	<b>% CHANGE +/-</b>	<b>PREVIOUS YEAR END</b>	<b>% CHANGE +/-</b>
ACTIVE	16,630	17,013	-2.3%	17,013	-2.3%
SENIOR	3,429	3,335	2.8%	3,335	2.8%
STUDENT	1,530	1,477	3.6%	1,477	3.6%
SIX MONTH	423	367	15.3%	367	15.3%
<b>ST</b>	<b>22,012</b>	<b>22,192</b>	<b>-0.81%</b>	<b>22,192</b>	<b>-0.8%</b>
CORPORATE	47	43	9.3%	43	9.3%
INSTITUTIONAL	32	33	-3.0%	33	-3.0%
<b>ST</b>	<b>79</b>	<b>76</b>	<b>3.9%</b>	<b>76</b>	<b>3.9%</b>
<b>Total</b>	<b>22,091</b>	<b>22,268</b>	<b>-0.8%</b>	<b>22,268</b>	<b>-0.8%</b>
HONORARY	12	12	0.0%	12	0.0%
PATRON	29	31	-6.5%	31	-6.5%
<b>Total Membership</b>	<b>22,132</b>	<b>22,311</b>	<b>-0.8%</b>	<b>22,311</b>	<b>-0.8%</b>

## **BUSINESS**

### **Presidential Appointments**

**Motion and second to ratify the following appointments:**

#### **Affiliate Grants Committee 2011-2013**

Sharon Callahan	SC Division	Texas
Liz LaBelle	SO Division	North Carolina

#### **Studio Teacher Fellowship Award Committee 2011-2013**

Rachel Kramer, Chair	EC Division	Ohio
Geri Chaney Gibbs	SW Division	Utah
Sherry Frush	SC Division	Texas

**Teacher Enrichment Grants Committee 2011-2013**

Alison Barr Eastern Division Massachusetts

**Membership Committee (ChairDesignate) 2011-2012**

Lezlee Bishop Southwest Division Utah

**PASSED (unanimous)**

**FY 2011 Audit**

The Finance Committee has evaluated the work of Clark, Schafer, Hackett & Co. This firm has performed the audits since FY 2002 and knows the MTNA operations and software programs. In addition, the company has advised MTNA management throughout the year on various American Institute of Certified Public Accountants (AICPA) rulings and also provided timely seminars, free of charge, on pertinent operational issues.

**Motion from the Finance Committee that the Board of Directors approve Clark, Schaefer, Hackett & Co. as the auditors for FY 2011.**

**PASSED (unanimous)**

**Financial Policy Review**

The Finance Committee has reviewed the current financial and investment policies for MTNA.

**Motion from the Finance Committee that the Board make no changes in financial policy.**

**PASSED (unanimous)**

**Email Proposal**

The Finance Committee has reviewed a proposal from Executive Director and CEO Gary Ingle regarding the sale of email addresses. Email marketing has become one of the most cost effective tools businesses have in communicating with the public and encouraging them to take advantage for purchase their products and services. It is not only less expensive than direct mail in printing, production, and mailing costs, it is also “green” through the elimination of paper consumption and fuel required for delivery. Saving money and protecting the environment are high priorities for everyone today. Certainly, MTNA is no exception; therefore we are utilizing email more and more in our contact with members.

Over the past couple of years, various music industry businesses and entrepreneurs have approached MTNA to purchase our members’ email addresses for advertising and marketing activities. However, MTNA policy prohibits the sale of email addresses (<http://www.mtna.org/TechnicalSupport/PrivacyPolicy/tabid/330/Default.aspx>). The addresses are used solely for internal purposes. We do sell our members’ U.S. Mail addresses and have done so for many years. Associations like MTNA depend upon sales of their mailing lists to produce non-dues revenue, which in turn enables membership dues to be lower. Of course, sales of regular addresses have been steadily declining over recent years as the desire for email



addresses increases. Associations are finding that businesses now will either purchase only email addresses or severely limit their purchases of regular addresses. So it seems like a no-brainer for associations like MTNA to modify their mailing list sales policies to allow the sale of email addresses.

Based on a brief survey of multiple associations around the country (music and non-music), the overwhelming consensus of opinion is that email addresses of members are not sold to outside vendors and advertisers. They are used only for internal purposes. However, several associations, including the National Association of Teachers of Singing (NATS) ([http://www.nats.org/index.php?option=com\\_content&view=article&id=247&Itemid=270](http://www.nats.org/index.php?option=com_content&view=article&id=247&Itemid=270)) and the College Music Society (CMS) (<http://www.music.org/cgi-bin/showpage.pl?tmpl=infoserv/notices/noticesinfo&h=65>), are adopting the practice of sending advertisements and other industry/commercial information to their members as “blast” emails from the association itself. Given the demand, the price per email is at least double the price of regular addresses. This approach enables them to avoid the sale of the members’ email addresses, while at the same time they can support the advertisers’ preference for email advertisements, they can participate in the “green” movement, and they can have an additional advertising revenue stream.

**Motion from the Finance Committee that the Board of Directors adopt a policy that forbids the selling of individual MTNA member email addresses but allows the practice of selling advertisements and other commercial information that is sent to the membership as “blast” emails from the national association.**

**PASSED (unanimous)**

### **Proforma Vision Proposal**

A proposal was submitted by Kathleen Riley that is a follow-up from the 2011 Milwaukee conference presentation made by Barry Bittman, Neil Cherian, Ingrid Clarfield, and Kathleen. She requested that MTNA (1) provide space at our conference each year for her “certification” training and (2) formally endorse her program.

The Board discussed the pros and cons to the proposal, especially in light of the desire to diminish the number of competing sessions at the conference, the cost to MTNA in space, and the issues related to “endorsing” an outside entity.

**Motion and second not to approve the proposal.**

**PASSED (unanimous)**

### **2012 Distinguished Service Award**

President Caton recommended that the Board of Directors select Linda Stump, NCTM (Colorado Springs, CO) as the recipient of the 2012 MTNA Distinguished Service Award.

Linda Stump, NCTM, of Colorado Springs, Colorado, is MTNA director of competitions since 2001. Stump served as MTNA’s Senior Competitions coordinator and was the Senior

coordinator for the MTNA West Central Division Competitions for three years. Throughout her career, she has been active with the Pikes Peak MTA, serving in many capacities as an officer or chair, including president from 1976 to 1978. From 1993 to 1996, she was president of the Colorado State MTA (CSMTA) and served on the CSMTA Board. Stump earned a bachelor's degree from Wichita State University, studying with Robert Steinbauer. After a brief time as a public school music teacher, she established an independent piano studio.

**Motion and second to confer upon Linda Stump the 2012 MTNA Distinguished Service Award.**

**PASSED (unanimous)**

**2012 Achievement Award**

President Caton recommended that the Board of Directors select Menahem Pressler as the recipient of the 2012 MTNA Achievement Award.

Menahem Pressler, founding member and pianist of the Beaux Arts Trio, has established himself among the world's most distinguished and honored musicians, with a career that spans over five decades. Now in his 86th year, he continues to captivate audiences throughout the world as performer and pedagogue, performing solo and chamber music recitals to great critical acclaim while maintaining a dedicated and robust teaching career.

Born in Magdeburg, Germany in 1923, Pressler fled Nazi Germany in 1939 and emigrated to Israel. Pressler's world renowned career was launched after he was awarded first prize at the Debussy International Piano Competition in San Francisco in 1946. This was followed by his successful American debut with the Philadelphia Orchestra under the baton of Maestro Eugene Ormandy. Since then, Pressler's extensive tours of North America and Europe have included performances with the orchestras of New York, Chicago, Cleveland, Pittsburgh, Dallas, San Francisco, London, Paris, Brussels, Oslo, Helsinki and many others.

After nearly a decade of an illustrious and praised solo career, the 1955 Berkshire Music Festival saw Menahem Pressler's debut as a chamber musician, where he appeared as pianist with the Beaux Arts Trio. This collaboration quickly established Pressler's reputation as one of the world's most revered chamber musicians. With Pressler at the Trio's helm as the only pianist for nearly 55 years, The New York Times described the Beaux Arts Trio as "in a class by itself" and the Washington Post exclaimed that "since its founding more than 50 years ago, the Beaux Arts Trio has become the gold standard for trios throughout the world." The 2007-2008 season was nothing short of bitter-sweet, as violinist Daniel Hope, cellist Antonio Meneses and Menahem Pressler took their final bows as The Beaux Arts Trio, which marked the end of one of the most celebrated and revered chamber music careers of all time. What saw the end of a one artistic legacy also witnessed the beginning of another, as Pressler continues to dazzle audiences throughout the world, both as piano soloist and collaborating chamber musician, including performances with the Juilliard, Emerson, American, and Cleveland Quartets, among many others.

For nearly 60 years, Menahem Pressler has taught on the piano faculty at the world renowned Indiana University Jacobs School of Music where he currently holds the rank of Distinguished

Professor of Music as the Charles Webb Chair. Equally as illustrious as his performing career, Professor Pressler has been hailed as “Master Pedagogue” and has had prize-winning students in all of the major international piano competitions, including the Queen Elizabeth, Busoni, Rubenstein, Leeds and VanCliburn competitions among many others. His former students grace the faculties of prestigious schools of music across the world, and have become some of the most prominent and influential artists and teachers today. In addition to teaching his private students at Indiana University, he continuously presents master classes throughout the world, and continues to serve on the jury of many major international piano competitions.

**Motion and second to confer upon Menahem Pressler the 2012 MTNA Achievement Award.**

**PASSED (unanimous)**

### **Leadership Citation**

CEO Gary Ingle recommended that the Board of Directors confer an MTNA Leadership Citation to the duo-piano artists, Melvin Stecher and Norman Horowitz.

Stecher and Horowitz have been strong supporters of MTNA throughout their 60-year career. In 1988, they were the featured artists at the MTNA national conference in Salt Lake City, Utah. They are collaborative artists who reignited interest in two-piano concerts in the early 1950s. Their most recent accomplishment is the establishment of the New York International Piano Competition, which has developed an international reputation for its creative approach to competition.

**Motion and second to confer an MTNA Leadership Citation upon Melvin Stecher and Norman Horowitz.**

**PASSED (unanimous)**

### **FY 2012 Budget Proposal**

Executive Director Ingle, on behalf of the Finance Committee, made a presentation of the FY 2012 MTNA budget. The proposed budget projected income of \$2,308,087.00 and expenses of \$2,307,871.00.

**Motion from the Finance Committee that the Board approve the FY 2012 budget as presented.**

**PASSED (unanimous)**

Director Charles Jones from the South Central Division presented a letter from Sue Steck-Turner (LA) stating her thoughts and concerns regarding the programming for the independent teacher at the MTNA National Conferences. The letter was read and discussed but no action was taken.

### **Strategic Discussion**

MTNA President Caton and Executive Director Ingle led the Board in a discussion of the MTNA Strategic Plan. Ingle presented the following strategic priorities for FY 2012:

### **Introduction**

MTNA's mission is to advance the value of music study and music making in society and to support the professionalism of music teachers. The embodiment of our mission is the allocation of our resources. There must be adequate resources to further our mission, to ensure that those resources are meeting the needs and desires of our membership, and to provide for review and oversight of the expenditures. The economic crisis has required MTNA to take substantial actions to reduce expenditures and streamline operations. The continued uncertainty of our revenue streams, along with maintaining a high level of services that our large and diverse membership has come to expect, make budgeting a very challenging endeavor.

### **Background**

Approximately 56 percent of our total revenue (combined MTNA and Certification revenues) comes from membership dues. MTNA is by and large, a dues-driven association. Therefore, member recruitment and retention are paramount. Furthermore, our members are by and large, the consumers of our non-dues revenue streams. Income comes from the following additional sources: national conference (ca. 20%), the AMT (ca. 8%), competitions (ca. 5%), Certification (ca. 1%), and miscellaneous income (ca. 2%). The FOUNDATION Fund is kept separate from the MTNA operating budget and does not "reimburse" MTNA for any overhead costs. The Certification program is a separate organization and pays a minimal reimbursal of overhead and salary.

On the expense side, personnel accounts for approximately 34% of MTNA's expenses. The remainder is the national conference (ca. 18%, not including salaries), administration (ca. 12%), AMT (ca. 8%, not including salaries), competitions (ca. 7%, not including awards paid by FOUNDATION), membership (ca. 5%), technology (ca. 5%), Foundation Fund (ca. 4%), Board (ca. 4%), and Certification (ca. 3%). From a budgeting perspective, many of our expenses are "entitlements" and are uncontrollable. Therefore, it is difficult to reallocate funds for new initiatives and to expand existing ones.

### **PRIORITY 1: MEMBERSHIP RECRUITMENT AND RETENTION**

Our membership is declining and graying at the same time. Both impact our revenues negatively, given that older members receive discounted membership. Of preeminent importance are recruiting and retaining membership, especially younger members. Our strategy must cultivate the involvement of leadership, especially the Membership chairs, at all levels of the association.

## **PRIORITY 2: TECHNOLOGY**

Members today are influenced by society at large. Therefore, they want what they want, how they want it, when they want it. Technology is the enabler. Maintaining a high-quality association web presence is paramount.

## **PRIORITY 3: MARKETING/COMMUNICATIONS/RESEARCH**

Seven of our strategic goals begin with the word “promote.” A strong marketing and communications program to our members, the profession, the industry, and the public-at-large is vital. MTNA should be the primary source of statistical and research information on the music teaching profession. In addition, member research is necessary to drive strategy and tactics of the association.

## **PRIORITY 4: STAFFING**

Our members have been quite clear in their satisfaction with the high level of service that is provided by the national headquarters staff. To ensure our staff’s satisfaction, we must reward their efforts as generously as possible within the constraints of the budget.

## **PRIORITY 5: PARTNERSHIP DEVELOPMENT AND GLOBALIZATION**

MTNA began as an organization with a global mindset and must remain so today, even in this economy. We must be local and global (glocal) at the same time. We must continue to enhance the connection between the national association and our state and local affiliates through personal contact. To do so, we must ensure opportunities for Presidential and CEO involvement with organizations at the local, state, national, and international levels.

## **PRIORITY 6: CONFERENCE AND MEETINGS**

The MTNA annual conference is without equal for the music teaching professional. We must ensure that it remains a high-fidelity experience for the professional.

## **PRIORITY 7: CERTIFICATION**

Certification is an indicator of a fully qualified music teacher to the public. We must put more focus on supporting university pedagogy programs in curriculum development and delivery to ensure well-prepared graduates.

## **PRIORITY 8: PUBLICATIONS**

The AMT is the standard by which other teacher publications are judged, so much so that it is imitated by other publications. The MTNA e-Journal is fulfilling a unique role as a digital-only publication to collegiate music teachers.

## **PRIORITY 9: COMPETITIONS**

MTNA student competitions are the preeminent educational and performance competitions in the world. These competitions are the source of the great majority of news articles about MTNA and the students.

## **PRIORITY 10: FOUNDATION FUND**

We have the only foundation in the world devoted to the studio music teacher. Because of this uniqueness, the fund must be a priority so that our focus on giving grants and other financial assistance to independent and collegiate music teachers and their students continues.

## **NEW BUSINESS**

### **Competitions**

The Finance Committee recommended that the Board discuss several issues related to the MTNA National Competitions.

Discussions of the pros and cons of eliminating competitions (woodwinds, brass, voice and strings) continued over a two day period.

**Motion and second for MTNA to discontinue the brass, woodwinds, strings, and voice competitions at all levels beginning at the conclusion of the 2012 – 2013 competition season (commencing with the 2013-2014 competitions).**

**PASSED (6 yes; 4 no)**

It should be noted for the record that the decision to discontinue these four competitions was one of the most difficult any MTNA Board has faced. It deliberated and debated the pros and cons at length. There were strong advocates on both sides, and the final vote was not unanimous. The majority of this Board felt that this decision was necessary to strengthen our competitions, both in quality and financially.

By general consent, the Board went into Executive Session with the Executive Director not present to perform the annual review of the Executive Director.

The President declared the Board out of Executive Session at 10:00 a.m.

## **ANNOUNCEMENTS**

**The December 2012 Board of Directors meeting will be held in Cincinnati on December 1 – 3, 2011.**

## **ADJOURNMENT**

There being no further business to come before the Board, the meeting was adjourned at 12:00 p.m. on July 16, 2011.

Respectfully submitted,

Celinda Hallbauer, NCTM  
Secretary-Treasurer