

CAML Renewal Task Force Strategic Directions

May 2021

The following five strategic directions outline the recommendations of the CAML Renewal Task Force to guide CAML into its next half-century as a viable association that adds value to the work of its members and to the musical heritage of Canada. We present each strategic direction as a succinct statement in the present tense to emphasize how these aspirations emerge from an engagement with our history, build on our present strengths, and articulate the reality we wish to achieve within CAML. In other words, they express the values CAML members strive to realize every day. We purposely left the five directions unnumbered as we feel they are equally important. For each, we provide a brief description followed by a list of proposed actions for the CAML Board to consider.

Strategic Direction	CAML is a Community of Practice.
Description Summary	Members value each others' expertise and reach out for help or collaboration opportunities. CAML is a forum for people invested in the promotion of music information and materials in Canada.
Proposed action items for the CAML Board	<ul style="list-style-type: none"> ● Establish virtual meetings as the primary mode of connection for CAML events. ● Host online webinars in between annual conferences. ● Create structures to cultivate member-driven initiatives. ● Organize informal social events for members. ● Develop new communication channels for members (e.g. social media); build upon existing ones (e.g. explore relevant communications for CANMUS-L, the CAML website, and the <i>CAML Review</i>). ● Articulate and publish CAML's mission and value statements.
Strategic Direction	CAML welcomes a wide range of people working with music information.
Description Summary	CAML benefits from increasing the number and vocational diversity of its members. Documentation of our histories and ongoing succession planning are important for the Association.

<p>Proposed Action Items for the CAML Board</p>	<ul style="list-style-type: none"> ● Be deliberate about outreach to LIS and Music programmes (e.g., attend career days, maintain a list of programme listservs, employ social media, develop co-op positions, organize a course in music librarianship). ● Develop strategies to attract information professionals outside academia who work with music materials (e.g., public libraries, archives, and private organizations). ● Invite students and early professionals to Board meetings to start creating a pipeline of future Board members; consider creating a student-at-large position. ● Identify representatives from Canadian regions to raise CAML’s awareness of local realities. ● Review CAML awards/fundraising opportunities to explore the possibility of providing scholarships to students from underrepresented groups who wish to undertake a university or college degree. ● Review membership and conference fees (e.g., offer discounted membership and conference fees to first-time members, offer very affordable (symbolic amount) memberships to students, to foster student membership). ● Organize welcome events/conference mentoring programs, in a structured manner. ● Go out of our way to encourage and involve new members. ● Develop and implement strategies for recording CAML’s history (e.g., archival deposit guidelines for CAML records; oral history interviews). ● Promote the value of ongoing succession planning among CAML membership. ● Examine the relevance of the Association’s name to its goals and values.
<p>Strategic Direction</p>	<p>CAML seeks meaningful relationships with other associations.</p>
<p>Description Summary</p>	<p>CAML aims to capture the interdisciplinarity of music research and inquiry through conversations and collaborations with strategic partners.</p> <p>CAML sees value in dialogue with experts in digital humanities, music technology, music business and entrepreneurship, music health and wellness, other arts-oriented librarianship, and information science at large.</p>
<p>Proposed Action Items for the CAML Board</p>	<p>Devise and implement mechanisms to expand the Association’s network and professional relationships:</p>

	<ul style="list-style-type: none"> ● Invite guest speakers from other associations to speak at CAML conferences and events. ● Encourage CAML representation at IAML, MLA, SQACBM, and other regional chapters. ● Publish papers from related conferences in the <i>CAML Review</i>. ● Send CAML ambassadors to other key associations, and solicit reports when possible for publication in the <i>CAML Review</i>. ● Consider recurring annual conference sessions where short reports can be shared with attendees. ● Publish guest-edited, themed issues of the <i>CAML Review</i> (e.g., Music and the Digital Humanities in Canada), pairing a music librarian with other experts (e.g. researcher in both academic and non-academic settings).
Strategic Direction	CAML is committed to equitable, diverse, inclusive, and culturally sustaining practices.
Description Summary	<p>Canada is a multicultural country formed on Indigenous lands. Library and archive professionals strive to make its unique and diverse musical heritage available to Canadians and the world.</p> <p>All CAML activities are informed by the principles of equity, diversity, and inclusion.</p>
Proposed Action Items for the CAML Board	<ul style="list-style-type: none"> ● Adopt anti-oppressive practices (both CAML Board and <i>CAML Review</i> editorial team should craft an anti-racism statement and anti-racism actions). ● Remain mindful that specific needs or statements will continue to change as our understandings of issues evolve. ● Undertake implicit bias training (CAML Board and <i>CAML Review</i> editorial team). ● Create a sustainable EDI plan to avoid any form of “tokenism”. ● Examine current structures and practices through the lens of anti-racism/allyship and revise as needed. ● Promote the diversification of CAML’s membership.
Strategic Direction	CAML’s governance structure serves the current and future needs of the association and its members.
Description Summary	CAML is a member-driven association, and its governance structure reflects this grassroots orientation.

	<p>CAML provides meaningful opportunities for member participation in the association.</p>
<p>Proposed Action Items for the CAML Board</p>	<ul style="list-style-type: none"> ● Review CAML’s governance structure, and consider: <ul style="list-style-type: none"> ○ The composition of the Board, and roles and responsibilities of Board members ○ CAML’s standing committees, and roles and responsibilities of their members ○ Governance models in not-for-profit organizations (e.g. working boards, collective boards, policy boards) ○ Capacity of CAML membership to fill positions ● Review and modify the CAML Constitution as needed, and ensure existing procedures are documented properly in the Board’s Procedures Manual. ● Maintain the CAML Constitution on the Association website. ● Develop Terms of Reference for CAML committees, post them on the CAML website, and communicate them clearly to members.

Suggested Next Steps

The Task Force intends for the current and future CAML Boards to turn the proposed action items above into concrete priorities in consultation with the membership. We further recommend regular evaluations to measure progress toward the vision of the Association set forth in this document.