

PROGRAM

NATIONAL ASSOCIATION OF SCHOOLS OF THEATRE

Forty-Eighth Annual Meeting

and

**Retreat for Administrators of Theatre Programs
in Higher Education**

March 21 – 23, 2013

**Royal Sonesta Hotel Boston
Cambridge, Massachusetts**

Commission/Board Activities Workshop for Evaluators

PLEASE NOTE:

- *The hotel floor number follows the meeting room name. Please consult the hotel map for location of meeting rooms on each floor.*
- *The following information is not repeated in the Annual Meeting and Retreat program that begins on page 4.*

Wednesday, March 20

1:00 p.m. – 4:30 p.m.	COMMISSION ON ACCREDITATION <i>(Commission members only.)</i>	Somerset (2)
5:00 p.m. – 9:00 p.m.	BOARD OF DIRECTORS MEETING AND DINNER <i>(Board of Directors members only.)</i>	University BC (Lobby)

Thursday, March 21

9:00 a.m. – 12:00 p.m.	COMMISSION ON ACCREDITATION <i>(Commission members only.)</i>	Somerset (2)
4:00 p.m. – 5:45 p.m.	WORKSHOP FOR VISITING EVALUATORS <i>(By invitation only.)</i> Jim Hunter, University of South Carolina Samuel Hope, NAST National Office	Somerset (2)
6:30 p.m. – 9:30 p.m.	BOARD OF DIRECTORS MEETING AND DINNER <i>(Board of Directors members only.)</i>	University BC (Lobby)

Saturday, March 23

7:30 a.m. – 8:45 a.m.	BOARD OF DIRECTORS BREAKFAST MEETING <i>(Board of Directors members only.)</i>	Charles A (2)
-----------------------	--	----------------------

Pre-Meeting Workshop

PLEASE NOTE:

- *Advance registration and a separate fee are required for the Pre-Meeting Workshop.*
- *The hotel floor number follows the meeting room name. Please consult the hotel map for location of meeting rooms on each floor.*
- *The following information is not repeated in the Annual Meeting and Retreat program that begins on page 4.*

Wednesday, March 20

2:00 p.m. – 5:30 p.m.	PRE-MEETING WORKSHOP: NEW AND ASPIRING THEATRE ADMINISTRATORS IN HIGHER EDUCATION	Charles B (2)
2:00 p.m.	Introductions and Orientation Jim Volz, California State University, Fullerton	
2:05 p.m.	Welcome from the President of NAST Dan Carter, Pennsylvania State University	
2:10 p.m.	Administration as Performance This interactive session will review savvy life and career strategies, streamlining of interpersonal and group communication, personnel challenges and strategies, and cautionary budgeting and strategic planning notes. Jim Volz, California State University, Fullerton	
3:15 p.m.	Working in the Academic Community: Managing and Leading Major topics will include the relationship of theatre administration to academic communities within and beyond the institution. Developing strong relationships with other administrators, explaining and advocating the program within the academic community, managing promotion and tenure policies and procedures, and representing the theatre unit all will be addressed. Relationships between the various elements of administrative responsibility will be considered in relationship to the whole purpose of the theatre unit. The session will review several short examples of leadership successes and failures, explore ways for individuals to find their own leadership style, and provide opportunities to discuss the most important things a leader does, particularly in terms of people, communication, resources, and planning. Questions to be addressed include: What are some examples of effective and ineffective leadership? How do you find your own particular approach to leadership? What do you want or need to know about leadership or improving your leadership skills? At the close of the session, an opportunity will be provided for attendees to pose specific questions about leadership. Sarah Gabel, Loyola University Chicago	
4:15 p.m.	Break	

Wednesday, March 20 *(continued)*

4:30 p.m.

Hints and Tips on Financial Management

Theatre programs are expensive in many dimensions. Financial management involves attention to issues ranging from scholarships to equipment to faculty compensation. This session will present issues of which to be aware, and information regarding further resources for individual study. Examples of topics to be covered include "Techniques for Managing Technological Costs in Light of Other Expenses," "Long-Range Financial Planning," "Financial Accountability," and "Dealing with Unexpected Financial Situations." Technology as a producer of budget pressures and techniques for managing technology costs in relation to other expenses will be featured. Long-range financial planning and financial accountability also will be introduced.

Cameron Jackson, Florida State University

Thursday, March 21

8:00 a.m. – 5:15 p.m.

PRE-MEETING WORKSHOP *(continued from Wednesday, March 20)*

Charles B (2)

8:00 a.m.

Goals, Planning, and Time Management

This session will address the value of and procedures for establishing realistic goals and objectives as the basis for effective long-range planning and time management. Starting with the premise that one person or theatre unit cannot do everything, goal setting is an effective way to establish both personal and community priorities. When successful, this effort focuses planning. Time management is an increasingly important concern for all administrators and faculty. Successful administrators learn multiple skills associated with answering requests of all types efficiently and effectively without spending more time than is absolutely necessary. Examples of successful ways to think about time and to plan for its effective use will be presented.

Jim Volz, California State University, Fullerton

9:20 a.m.

Hints for Working with Deans and Administrators

Almost by definition, administration means working with other administrators in various contexts. This session will address the most critical principles and issues associated with being successful in this important task. How does the new theatre executive establish and maintain the best possible relationships with administrators at all levels?

Augustine Ripa, Lehigh University

10:40 a.m.

Working with Faculty

Theatre schools and departments usually teach a variety of specializations. Beyond the shared context of theatre, each specialization has its unique characteristics. Special leadership skills are involved in making these circumstances productive, both for the unit as a whole and for each specialization. This session will focus on a range of faculty issues, including hiring; promotion, tenure, and reward systems; faculty development; and creating an atmosphere of respect for differences and commonalities among the specializations. A variety of difficult situations will be presented in the form of two case studies and reviewed in discussion.

Patricia Raun, Virginia Tech

NATIONAL ASSOCIATION OF SCHOOLS OF THEATRE

Forty-Eighth Annual Meeting and Retreat

“Creating Our Way Forward”

PLEASE NOTE:

- *Advance registration and a separate fee are required for the NAST Annual Meeting and Retreat.*
- *The hotel floor number follows the meeting room name. Please consult the hotel map for location of meeting rooms on each floor.*

Wednesday, March 20

1:00 p.m. – 6:00 p.m. **REGISTRATION** **Charles Foyer (2)**

Thursday, March 21

8:00 a.m. – 6:00 p.m. **REGISTRATION** **Charles Foyer (2)**

12:30 p.m. – 1:00 p.m. **ORIENTATION FOR NEWCOMERS TO NAST** **Charles B (2)**

This session will provide an orientation to the resources and operations of NAST, with special attention to the benefits and responsibilities of accredited institutional Membership. An emphasis will be on ways the Association and its work assist administrators in many aspects of fulfilling their local responsibilities.

Annie-Laurie Wheat, Winthrop University
Karen P. Moynahan, NAST National Office

1:10 p.m. – 1:40 p.m. **OPENING GENERAL SESSION** **Parkview (2)**

Welcome
Announcements
Report of the President

1:45 p.m. – 2:45 p.m. **ROUNDTABLES BY TYPE OF INSTITUTION**
Institutions offering more than one type of program should choose a roundtable based on their current primary interest.

The roundtables serve as a forum for individuals to raise topics of general concern and/or propose topics of particular local interest for discussion by and advice from the entire group. Participants are asked to give thought to such topics in advance. The fundamental purpose of each Roundtable is to provide a forum to share issues and expertise across a broad range of topics germane to each type of institution and to theatre in higher education. Participants may attend the session of choice. Discussion comments and issues noted by session Recorders will be considered by the NAST Board of Directors in the future work of the Association.

Thursday, March 21 *(continued)*

1:45 p.m. – 2:45 p.m.

ROUNDTABLES BY TYPE OF INSTITUTION *(continued)*

(1) **PROFESSIONAL STUDIO SCHOOL PROGRAMS** **University A (Lobby)**

Primarily for institutions that offer postsecondary non-degree professional training in theatre.

Moderator: Pamela Moller Kareman, Neighborhood Playhouse
School of the Theatre

Recorder: Michael Grenham, Stella Adler Studio of Acting

(2) **UNDERGRADUATE (A)** **Parkview (2)**

Primarily for institutions that offer only liberal arts (B.A./B.S.) baccalaureate programs.

Moderator: April Daras, Davis & Elkins College

Recorder: Kelly Berry, Georgia Southern University

(3) **UNDERGRADUATE (B)** **Charles B (2)**

Primarily for institutions that offer professional (B.F.A.) baccalaureate programs.

Moderator: John Shearin, East Carolina University

Recorder: Tom Loughlin, State University of New York, Fredonia

(4) **MASTER OF FINE ARTS** **Charles A (2)**

Primarily for institutions that offer the terminal degree in a theatre practice area.

Moderator: Robyn Quick, Towson University

Recorder: Larry Larsen, University of Portland

(5) **GRADUATE RESEARCH PROGRAMS** **University B (Lobby)**

Primarily for institutions that offer graduate research programs.

Moderator: Mark Charney, Texas Tech University

Recorder: J. Kevin Doolen, Oklahoma State University

(6) **COMMUNITY/JUNIOR COLLEGES** **University C (Lobby)**

Primarily for community/junior colleges and two-year institutions that offer theatre programs.

Moderator: Richard Burk, Casper College

Recorder: Thomas Colonna, Community College of Baltimore County

2:50 p.m. – 3:50 p.m.

ROUNDTABLE REPORTS

Parkview (2)

Moderators from each of the six previous roundtables will present a ten-minute summary report of the group's major issues and concerns to all attendees.

Thursday, March 21 *(continued)*

- 4:00 p.m. – 5:15 p.m. **COMPLETING AND SUBMITTING THE HEADS DATA SURVEY** **Charles B (2)**
- This session will provide an in-depth review of procedures for online submission of the HEADS Data Survey for degree-granting institutions. Primarily intended for first-time participants, this section-by-section overview of the Survey will explain in detail the Survey submission process, types of data collected, and how to calculate certain figures.
- NOTE: "Completing and Submitting the HEADS Data Survey" will not be repeated. "Using HEADS Statistical Data for Institutional Planning and Projections" will be held on Friday, 4:15 p.m. – 5:15 p.m.*
- Mark Marion, NAST National Office
-
- 4:00 p.m. – 5:15 p.m. **BRIEFING: NAST ADMINISTRATIVE SUPPORT RESOURCES** **Charles A (2)**
- NAST has a number of resources available for institutions to assist in the formulation of local proposals and policies. This session will enumerate and explain the purpose of several sets of information. Areas of discussion include faculty work, promotion, tenure; the duties of administrators; planning and futures analysis; assessment; and communicating to others, explaining the principles, aspirations, and methods associated with quality development in theatre.
- Sarah Yount, NAST National Office
-
- 4:00 p.m. – 5:15 p.m. **HEARING: GRADUATE-LEVEL SOUND DESIGN/TECHNOLOGY STANDARDS** **Parkview (2)**
- This hearing will provide an opportunity to review the current NAST standards for graduate degrees in sound design, and to discuss the possibility and efficacy of creating a separate set of standards for graduate degrees in sound technology. Participants are encouraged to share views about (a) how the graduate sound design standards may be improved, and (b) what competencies, experiences, and opportunities are essential for the successful completion of a graduate degree in sound technology. These proposals will not be the subject of a vote at the 2013 Annual Meeting.
- Moderator:* Paul Steger, University of Nebraska – Lincoln
Recorder: Karen P. Moynahan, NAST National Office
-
- 5:15 p.m. – 6:15 p.m. **PRESIDENT'S RECEPTION IN HONOR OF FIRST-TIME ATTENDEES** **Riverfront (2)**
(Cash Bar)

Friday, March 22

8:00 a.m. – 6:00 p.m. **REGISTRATION** **Charles Foyer (2)**

8:45 a.m. – 9:30 a.m. **SECOND GENERAL SESSION:
PLENARY BUSINESS MEETING** **Parkview (2)**

Call to Order
Quorum
Minutes
Agenda
Report of the Committee on Ethics
Report of the Commission on Accreditation
Introduction of New Accredited Institutional Members
Report of the Treasurer
Report of the Executive Director
Action on *Handbook* Changes
Election
Appreciation
New Business
Adjournment

9:45 a.m. – 11:45 a.m. **NEW PLAY DEVELOPMENT:
UNLOCKING THE RICH POTENTIAL IN THE ACADEMY** **Parkview (2)**

Play development is a vital and necessary ingredient in the health of the theatre, and thus an appropriate concern of theatre programs. Over the past decade, leaders in the American nonprofit theatre have been at work to unlock the full potential of the abundance of resources in the field to support new play development nationwide. The academy holds enormous resources from expertise, to facilities, to opportunities and is a significant part of the economic infrastructure for theatre artists. The academy also has a significant role to play in the shaping of the vision of future leaders in new play development and theatre practice. How can theatre programs maintain a balance between curricular objectives and institutional mission, and still leverage the resources under their management on behalf of the American Theatre for the development of new works? Participants will take a quick tour of the overall infrastructure for new plays and playwrights today, explore contemporary practices in play development, and discuss how to create balance between academic and professional theatre practice.

Presenter: David Dower, Emerson College
Moderator: R. Terrell Finney, Jr., University of Cincinnati

12:00 p.m. – 1:30 p.m. **LUNCHEON FOR THE ASSOCIATION** **Riverfront (2)**

Title: “Working Room”
Speaker: Samuel Hope, NAST National Office
Moderator: Alan MacVey, University of Iowa

Friday, March 22 (*continued*)

1:45 p.m. – 2:45 p.m.

CARVING A NEW NICHE: CHARTING THEATRE'S INTERDISCIPLINARY POTENTIAL

Parkview (2)

Every generation of theatre practitioners since the advent of film has feared for the future. Yet the current economic, political, and cultural climate emphasizes the truth of this fear today. Repertory theatre models have been dead for at least a decade. During a recent colloquium of theatre professionals in Washington, DC, discussion focused on ways in which once antithetically aligned nonprofit and commercial collaborations could work together to stem deteriorating conditions for the development of new theatrical work. At the same time, amidst increased calls for the elimination or consolidation of arts programs in higher education, many institutions are finding themselves on the defensive.

This new paradigm requires the creation of new avenues for educators and our theatre students. It requires finding new ways to use the skills acquired through the study of theatre outside the boundaries of theatre. The basic idea has many manifestations—educational theatre, improv at work, drama therapy, and applied theatre are a few of the more well-known. An important consideration of creative entrepreneurship is finding ways to use the interdisciplinary overlap theatre shares with business, therapy, education and other fields to further the influence and effectiveness of individuals with theatrical skills.

This panel will explore some of the successful strategies that have been employed recently using theatre skills to enhance the lives of audiences in new ways. The goal of the panel is to share ideas that can be used by theatre units to bring both positive attention and financial benefits to their departments, faculty, and students.

Moderator/Presenter: David S. Leong, Virginia Commonwealth University

Presenters: Aaron D. Anderson, Virginia Commonwealth University
Joel Gluck, Boston, Massachusetts
Robert Walsh, Brandeis University

Recorder: Mac Smotherman, University of Tennessee at Chattanooga

3:00 p.m. – 4:00 p.m.

FORUM: CARE AND FEEDING OF THE THEATRE CHAIR

Charles A (2)

Countless hours are spent ensuring that all facets of theatre unit operation such as programming, budgeting, and planning are running smoothly to produce essential artistic and educational results. Hours are devoted to ensuring that the issues and needs of all constituencies are addressed. Students, faculty, staff, upper administrators, and the community are all important. Often the need for time to analyze the present, develop and consider options, and look carefully at the future takes a back seat to the pressing events of the day. This forum will provide an opportunity for participants to share challenges, consider opinions and possibilities, and obtain helpful advice and ideas from peers. Discussion will center on positive steps a theatre administrator can take to ensure a healthy balance among all important activities while taking care of one's health and looking out for the long term at the same time.

Moderator: Alexander Gelman, Northern Illinois University

Recorder: Robert Ball, University of the Incarnate Word

Friday, March 22 *(continued)*

3:00 p.m. – 4:00 p.m.

FORUM: WORKLOADS

Somerset (2)

The topic of workloads is of great interest to those in academe today, particularly at a time when many institutions face financial challenges, faculties face pressure to find new effective and efficient ways to deliver coursework, and constituencies demand greater accountability. Although these pressures and countless others are at play, there is a need to ensure the development of load structures that are conducive to accomplishing the work of the theatre unit. There is also the need to develop a system that shares the burden of fulfillment of these responsibilities across the faculty in an equitable manner. This session will address topics such as developing and administering teaching load formulas for individual institutions. It will address full- and part-time faculty, as well as adjuncts. It will emphasize the relationship between what must be done to operate the entire educational program of a school and the development and assignment of faculty resources.

Moderator: Cynthia R. Stillings, Kent State University

Recorder: Terry Brino-Dean, James Madison University

4:15 p.m. – 5:15 p.m.

USING HEADS STATISTICAL DATA FOR INSTITUTIONAL PLANNING AND PROJECTIONS

Charles B (2)

The institutional research data gathered and compiled by the Higher Education Arts Data Services Project constitute a unique and valuable resource for theatre executives at degree-granting institutions. This session will provide a detailed overview of statistics contained in the HEADS Data Summaries (the aggregate reports compiled annually from HEADS Data Surveys), the use of HEADS Special Reports for comparison among specific peer institutions, and potential uses for HEADS data in local policy discussions and administrative planning.

Mark Marion, NAST National Office

4:15 p.m. – 5:15 p.m.

HEARING: PREPARATION FOR ENTRY INTO THE UNDERGRADUATE THEATRE MAJOR

Charles A (2)

What should high school students be learning and doing to become prepared for application, audition, entry, and success as a theatre major? What advice should NAST be providing to fulfill its public information role?

This hearing will gather ideas and information on these topics from attendees. The results will influence (a) potential revisions to the current NAST Web advisory for prospective students and (b) considerations associated with creating more detailed advisory statements to supplement the information NAST now provides. The hearing will consider preparation during the high school years for entry into both liberal arts and professional undergraduate programs and also into various areas of specialization such as acting and directing; theory and history; theatre education and drama therapy; theatre technology; and so forth.

(Hearing information continues on next page.)

Friday, March 22 *(continued)*

- 4:15 p.m. – 5:15 p.m. **HEARING: UNDERGRADUATE THEATRE MAJOR *(continued)*** **Charles A (2)**
- Documents will be provided at the hearing to facilitate the discussion. Please note that this hearing is not focused on NAST accreditation standards regarding undergraduate admission, but rather the provision of current information useful for students and their parents and teachers.
- Moderator:* Jonathan Michaelsen, Indiana University
Recorder: Sarah Yount, NAST National Office
- 5:15 p.m. – 6:15 p.m. **COCKTAIL RECEPTION** **Riverfront (2)**
(Cash Bar)
- 5:45 p.m. – 7:15 p.m. **ROUNDTABLE FOR NON-DEGREE-GRANTING** **Charles A (2)**
AND PROFESSIONAL STUDIO SCHOOLS
- This session will provide attendees with an opportunity to pose specific issues and questions for consideration by the entire group. Topics may be determined in advance or raised during the roundtable.
- Moderator:* Stephen Rosenfield, American Comedy Institute
- 5:45 p.m. – 7:15 p.m. **OPEN FORUM: HISTORICALLY BLACK COLLEGES** **Somerset (2)**
AND UNIVERSITIES
- An opportunity for discussion of issues important to theatre programs in Historically Black Institutions. Topics include but are not limited to admission, recruitment, retention; financial support; and fundraising. All meeting attendees are welcome.
- Moderator:* Frankie Day, North Carolina Agricultural and Technical State University
- 5:45 p.m. – 7:15 p.m. **U/RTA GENERAL MEMBERSHIP MEETING** **University C (Lobby)**
Colleague Organization Event

Saturday, March 23

- 8:30 a.m. – 12:00 p.m. **SPECIFIC PROCEDURES FOR NAST EVALUATION** **Charles B (2)**
(For institutions scheduling visits within the next two years.)
- This session is designed specifically for representatives of institutions that are formally engaged in the NAST evaluation process. Overall accreditation procedures, self-study, and the site visit will be the focus. This is a nuts-and-bolts, step-by-step, walk-through of the process. All interested persons are welcome.
- Karen P. Moynahan, NAST National Office

Saturday, March 23 (continued)

9:00 a.m. – 10:15 a.m. **BRIEFING ON FEDERAL ISSUES FOR
THEATRE ADMINISTRATORS**

University BC (Lobby)

Under the law, the federal government does not control higher education. However, the federal government does play a major role in developing conditions for the work of higher education, primarily through laws and regulations defining conditions for institutional participation in grant and student loan programs, and tax policies that influence economic conditions affecting education and the arts. Issues to be addressed include economic realities and projections; public and private funding sources and trends; and prospects for new policies, laws, and regulations concerning higher education, P–12 education, and the arts.

Time for questions and discussion will be provided. This briefing will take a non-partisan policy analysis approach, looking at the ramifications and costs of various options and probabilities.

Samuel Hope, NAST National Office
Sarah Yount, NAST National Office

10:30 a.m. – 12:00 p.m. **IMPACT OF NEW TECHNOLOGIES ON LEARNING, MAKING,
AND COLLABORATING IN A UNIVERSITY SETTING**

Parkview (2)

The dizzying pace of technological innovation is having a deep and lasting impact on the nature of what we do in higher education. A worldwide push for online course development can leave schools of theatre reexamining the basic tenets of their curricula. New and ever-more-economical display technologies are becoming omnipresent in the classroom and on the stage. Emerging communication platforms are simultaneously making collaborative projects more complex and more diverse. In this world of new opportunities and new challenges, how can arts programs position themselves, strategically grow new resources, and efficiently utilize existing resources to take best advantage of these emerging trends? How can we use them to reach broader audiences, improve creative learning outcomes, and encourage learning and art-making to become lifelong habits? What unique opportunities do creative drama curricula have in this environment?

Presenter: Jake Pinholster, Arizona State University

Moderator: Alan MacVey, University of Iowa

12:00 p.m.

ADJOURNMENT OF 48TH NAST ANNUAL MEETING

**MARK YOUR CALENDARS FOR 2014
NAST 49th Annual Meeting
March 20 – 22, 2014
Swissôtel Chicago**