

**NATIONAL ASSOCIATION OF SCHOOLS OF THEATRE**

**Fifty-First Annual Meeting**

**and**

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

**Program**

**Hyatt Regency Louisville  
Louisville, Kentucky**

**March 16 – 19, 2016**

# NATIONAL ASSOCIATION OF SCHOOLS OF THEATRE

## 51st Annual Meeting

March 16 – 19, 2016

### Program of Events

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#### PLEASE NOTE:

- *Separate fees are required for the Pre-Meeting Workshop.*
- *All meeting rooms are on the Second Floor of the hotel.  
Please consult the hotel map for specific room locations.*

#### Saturday, March 12

12:00 noon – 5:00 p.m.	<b>COMMISSION ON ACCREDITATION</b> <i>(Commission members only)</i>	Keeneland
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#### Sunday, March 13

9:00 a.m. – 5:00 p.m.	<b>COMMISSION ON ACCREDITATION</b> <i>(Commission members only)</i>	Keeneland
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#### Monday, March 14

9:00 a.m. – 5:00 p.m.	<b>COMMISSION ON ACCREDITATION</b> <i>(Commission members only)</i>	Keeneland
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#### Tuesday, March 15

8:00 a.m. – 5:00 p.m.	<b>COMMISSION ON ACCREDITATION</b> <i>(Commission members only)</i>	Keeneland
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#### Wednesday, March 16

8:00 a.m. – 6:00 p.m.	<b>REGISTRATION</b>	Top of Escalators
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9:00 a.m. – 5:00 p.m.	<b>COMMISSION ON ACCREDITATION</b> <i>(Commission members only)</i>	Keeneland
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9:00 a.m. – 3:45 p.m.	<b>PRE-MEETING WORKSHOP: NEW AND ASPIRING THEATRE ADMINISTRATORS IN HIGHER EDUCATION</b>	Derby/Oaks
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This workshop is intended for individuals who are new, aspiring, or in the early years of their administrative careers in theatre. The workshop has been designed to address several of the most important areas of concern for administrators. Each session will present a basic briefing on a topic, followed by ample opportunity for interaction and discussion. The content will focus on principles and approaches applicable to all types of institutions.

## Wednesday, March 16 *(Continued)*

9:00 a.m. – 3:45 p.m.

### **PRE-MEETING WORKSHOP** *(Continued)*

Derby/Oaks

9:00 a.m.

#### **Introductions and Orientation**

Kristin Sosnowsky, Louisiana State University

9:10 a.m.

#### **Welcome from the President of NAST**

R. Terrell Finney, Jr., University of Cincinnati

9:15 a.m. – 10:00 a.m.

#### **Administration as Performance**

Like an actor preparing to perform on stage, the savvy arts administrator knows that in theatre, as in life, the best performances are based on depth and application of knowledge, adequate preparation, a cohesive vision, a positive attitude, and the ability to learn and grow from mistakes. This session will focus on the role of the theatre executive as an administrator, present ways to develop and enhance interpersonal and group communication, and discuss personnel challenges and strategies to address them.

*Presenter:* Dan Carter, Pennsylvania State University

10:15 a.m. – 11:00 a.m.

#### **Establishing Connections in the Academic Community**

Connections developed beyond the theatre unit can be of great benefit to the theatre program. Today's theatre administrator must establish and cultivate relationships among the theatre unit and academic communities within and beyond the institution; develop strong and long-lasting relationships with other administrators and community leaders; design approaches that can be used to explain the activities of the theatre program and advocate for support within the academic community; and implement good internal practices to be used when representing the theatre unit on and off campus.

Several short examples describing successes and failures will assist attendees to explore ways to find their own approach to establishing and cultivating relationships. These short case studies will serve as springboards to open conversation among attendees.

*Presenter:* Sarah E. Gabel, Loyola University Chicago

11:15 a.m. – 12:00 noon

#### **Financial Management: Hints and Tips**

Theatre programs are expensive to build, manage, sustain, and maintain. Financial management involves attention to a multitude of issues ranging from facilities management, to resource allocation, to setting faculty compensation, to establishing and maintaining scholarships, and many others. Each issue poses its own pressure that must be considered in the budgeting process.

This session will highlight common issues encountered by theatre administrators, propose helpful suggestions for dealing with such issues, and offer guidance with regard to resources that theatre administrators can study which may provide useful information and helpful insight.

Specific topics to be discussed include budgeting for "the knowns" and affording the unexpected, prioritizing and managing technological costs, long-range financial planning, fiscal accountability, and approaches to ensure fiscal stability.

*Presenter:* Scott Shattuck, Stephen F. Austin State University

12:00 noon – 1:00 p.m.

#### **Box Lunch and Open Discussion**

## Wednesday, March 16 (Continued)

9:00 a.m. – 3:45 p.m.	<b>PRE-MEETING WORKSHOP (Continued)</b>	<b>Derby/Oaks</b>
1:00 p.m. – 1:45 p.m.	<b>Goals, Planning, and Time Management</b> <p>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 responding to 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.</p> <p><i>Presenter:</i> Kristin Sosnowsky, Louisiana State University</p>	
2:00 p.m. – 2:45 p.m.	<b>Working with Faculty</b> <p>While an administrator's role involves guiding curricular developments, budgeting and financial management, and operating within institutional policies, many administrators find that their already busy days can be filled with a variety of issues related to faculty—poor performance, power struggles, and resistance to moving the department forward to adapt to changing needs and expectations. This session will explore some of these issues and consider approaches and strategies for handling the many and disparate personnel-related challenges faced by theatre administrators. Attendees will discuss practical tips for creating pleasant environments and promoting healthy and productive relationships among faculty. Broad conversation regarding the issues should result in a plethora of ideas, which should assist administrators to address their own specific institutional challenges. Time for open discussion will be provided.</p> <p><i>Presenter:</i> Janet M. Wilson, Illinois State University</p>	
3:00 p.m. – 3:45 p.m.	<b>Working with Deans and Other Administrators</b> <p>One of the many facets of administration is the necessity to work with other administrators in various contexts and in related and nonrelated disciplines. The assistance of peer administrators can be invaluable in assisting a theatre administrator to address the aspirations of the theatre unit. This session will address several critical principles and issues associated with developing rapport with fellow administrators. Questions will be considered, such as: How can the theatre administrator establish rapport with fellow administrators? What actions and activities can enhance established rapport? What role can or should other administrators play in supporting the theatre unit's initiatives?</p> <p><i>Presenter:</i> William Teague, University of Alabama</p>	
3:45 p.m.	<b>Adjournment of the Pre-Meeting Workshop</b>	
4:00 p.m. – 4:45 p.m.	<b>ORIENTATION FOR NEWCOMERS TO NAST</b> <p>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. Discussion will emphasize ways the Association and its work can assist administrators to fulfill the many and varied aspects of their local responsibilities. At the end of the session, attendees will have the opportunity to visit with several seasoned administrators from NAST member institutions.</p> <p><i>Presenter:</i> Patricia A. Raun, Virginia Tech <i>Staff Resources:</i> Paul Florek, NAST National Office Nora Hamme, NAST National Office</p>	<b>Churchill Downs</b>
5:45 p.m. – 6:00 p.m.	<b>BOARD OF DIRECTORS NEW MEMBER BRIEFING</b> (Board of Directors members only)	<b>Gulfstream/Hialeah</b>

## Wednesday, March 16 *(Continued)*

6:00 p.m. – 9:00 p.m.      **BOARD OF DIRECTORS DINNER AND BUSINESS MEETING**      **Gulfstream/Hialeah**  
*(Board of Directors members only)*

## Thursday, March 17

7:30 a.m. – 6:00 p.m.      **REGISTRATION**      **Top of Escalators**

8:00 a.m. – 12:00 noon      **WORKSHOP: PREPARING FOR NAST EVALUATION**      **Keeneland**

This session will provide information and guidance concerning the self-study and visitation processes for members whose institutions are to be visited in the next two years, institutions planning to begin the NAST evaluation process, and those formally engaged in the process. A step-by-step walk-through of the accreditation process will be provided, including confirmation of timelines and deadlines, and information regarding accreditation procedures, Self-Study formats, on-site reviews, the Visitors' Report, the Optional Response, and Commission action. Questions will be taken during this nuts-and-bolts session. This session will be particularly helpful to those administrators mounting accreditation reviews during the 2016-2017 and 2017-2018 academic years. However, all interested individuals are welcome. *(Please note: A box lunch will be provided to attendees.)*

*Presenters:*      Anne Curley, NAST National Office  
                         Kyle Dobbeck, NAST National Office

8:00 a.m. – 12:00 noon      **WORKSHOP FOR VISITING EVALUATORS**      **Derby/Oaks**

This annual workshop will provide training to theatre administrators interested in becoming visiting evaluators for NAST. Fundamentals of the accreditation process will be described in detail. Significant time will be spent discussing expectations with regard to Self-Studies and Self-Study documentation. An overview of the *Handbook* and its constituent parts will be presented. Standards and guidelines and their application to applicant institutions will receive considerable attention as potential evaluators are guided through the process of on-site review and Visitors' Report preparation. The roles and responsibilities of visiting evaluators will be discussed in detail. *(Please note: A box lunch will be provided to attendees. This session is by invitation only. Individuals interested in becoming NAST evaluators are encouraged to contact the National Office staff for consideration for training in 2017.)*

*Presenters:*      Robert C. Hansen, University of North Carolina at Greensboro  
                         Holly Logue, Kean University  
*Staff Resource:*      Nora Hamme, NAST National Office

11:00 a.m. – 11:30 a.m.      **BRIEFING FOR MODERATORS AND RECORDERS**      **Churchill Downs**

This briefing, conducted by NAST staff, will present instructions, expectations, and helpful hints to Annual Meeting moderators and recorders. All individuals who have agreed to serve as moderators and/or recorders should plan to attend this briefing. An opportunity for questions and answers will be provided.

*Facilitator:*      Paul Florek, NAST National Office

1:00 p.m. – 2:00 p.m.      **FIRST GENERAL SESSION**      **Regency North**

Welcome  
Announcements  
Report of the President  
Keynote Address

*Speaker:*      Meredith McDonough, Actors Theatre of Louisville  
*Title:*      Craft: Reinvigorating the Development of Expertise

## Thursday, March 17 (Continued)

- 2:00 p.m. – 2:45 p.m.      **A CONVERSATION WITH MEREDITH MCDONOUGH**      **Regency North**
- Following the ideas presented during the keynote address, this session will enable participants to open a dialogue with the keynote speaker. Concepts such as the nature and benefits of reinvigoration with regard to the development of craft will be discussed. Time will be offered for questions and answers.
- Speaker:*                Meredith McDonough, Actors Theatre of Louisville  
*Moderator:*            R. Terrell Finney, Jr., University of Cincinnati
- 3:00 p.m. – 4:15 p.m.      **HEALTH AND WELLNESS I: STUDENTS**      **Regency North**
- The health and wellness of theatre students often play a role in the overall health and wellness of the theatre unit. Such issues are deserving of serious attention at the local level. The aim of this session is to assist administrators to develop a deeper awareness of these issues, and consider and discuss ways they can help to promote and support healthy practices within their own theatre unit.
- Expanding the conversation begun last year regarding the health and well-being of students, this session will focus specifically on student “warning signs” that require attention and action, institutional procedures and their application in various situations, the role of the faculty in providing assistance, the line where faculty assistance ends and professional expertise begins, and strategies for developing, sharing, and directing students to the appropriate resources.
- Presenter:*             René E. Pulliam, University of Mississippi  
*Moderator:*            Eric van Baars, Kent State University
- 3:00 p.m. – 4:15 p.m.      **LEGAL ISSUES: A GUIDE FOR THEATRE ADMINISTRATORS**      **Derby/Oaks**
- Today’s theatre administrators must navigate numerous and complex issues and situations, many of which hold legal implications. Familiarity with laws, regulations, best practices, and legal vernacular can often help the theatre administrator to avoid problematic situations that can put individuals, the theatre unit, or the institution as a whole at risk.
- This session will address a variety of legal issues, specifically those related to federal law and regulation (such as FERPA, HIPAA, and Title IX). The roles of the theatre administrator, faculty, and staff will be discussed, particularly as they relate to issues regarding establishing institutional protocols and procedures, required reporting, liability for non-compliance, confidentiality, and where to turn for assistance and helpful resources. An opportunity for questions and discussion will be offered.
- Presenter:*             Brent R. Baughman, Bingham Greenebaum Doll LLP  
*Moderator:*            Jonathan R. Michaelsen, Indiana University
- 3:00 p.m. – 4:15 p.m.      **FINE-TUNING RECRUITMENT PRACTICES IN SMALL SCHOOLS**      **Churchill Downs**
- This session will continue the conversation about student recruitment begun at last year’s Annual Meeting and delve more deeply into issues faced by small schools. Such institutions may have unique recruitment challenges and, therefore, may need to develop distinct strategies that will enable them to meet enrollment goals, and to attract students who are well suited to the offerings of the institution and the theatre program.
- At a time when many institutions vie for those students interested in theatre study and resources available to attract these students are hard to come by, how can small institutions successfully reach and connect with potential students? How can theatre units with limited resources work to maximize their resources in ways that increase the visibility of theatre both on campus and in the community?
- Presenters will address a variety of strategies such as involving faculty and staff in the recruitment process, fostering connections with high schools through student matinees and other events, attracting “undecided” majors, and offering supplemental financial assistance through scholarships and other financial awards. Open discussion will follow.
- Presenters:*             Donald Sandley, Samford University  
                              George J. Hillow, Christopher Newport University  
*Moderator:*            Eric Lange, University of Northern Iowa

## Thursday, March 17 (Continued)

- 3:00 p.m. – 4:15 p.m.      **ANNUAL REPORTING REQUIREMENTS: ACCREDITATION AUDIT, AFFIRMATION STATEMENT, SUPPLEMENTAL ANNUAL REPORT, HEADS DATA SURVEY**      **Keeneland**
- Member institutions are required to submit information to NAST on an annual basis. This session will address specific reporting requirements, timelines, deadlines, and helpful suggestions aimed to ensure complete and accurate submission of the Accreditation Audit, Affirmation Statement, Supplemental Annual Report, and the HEADS Data Survey. The predominant focus of this session will be an in-depth review of procedures for online submission of the HEADS Data Survey for degree-granting institutions. A section-by-section overview of the Survey will explain in detail the Survey submission process, types of data collected, collection mechanisms, and presentation of calculated data.
- Presenter:*            Kyle Dobbeck, NAST National Office
- 4:30 p.m. – 5:45 p.m.      **HEALTH AND WELLNESS II: FACULTY**      **Churchill Downs**
- As is the case with students, faculty health and wellness issues also play a role in the overall health and wellness of the theatre unit. Such issues are deserving of serious attention at the local level. The aim of this session is to assist administrators develop a deeper awareness of these issues, and consider and discuss ways they can help to promote and support healthy practices within their own theatre unit.
- Faculty members today are stretched thinly. There is little time left for professional development and engagement, much less professional enrichment and mindfulness. Therefore, helping faculty to find and maintain a healthy balance is necessary and a challenge. This session will address issues such as managing and balancing institutional demands and responsibilities, avoiding burnout, and building and nurturing healthy lifestyles to help mitigate daily and ongoing pressures. Open discussion will follow a brief presentation.
- Presenter:*            Rachel Evans, Kean University  
*Moderator:*          Robyn Quick, Towson University
- 4:30 p.m. – 5:45 p.m.      **TAILOR-MAKING THE ASSESSMENT PROCESS AND MESSAGE**      **Regency North**
- Assessment can be a valuable process that enables institutions to review and consider their initiatives, ascertain their effectiveness, and use information gleaned to inform and enhance future decision-making. Today, institutions are asked by internal and external entities to assess and report. To assist in the endeavor, general assessment tools have been created, promulgated, and assured to provide answers. But these general tools rarely take into consideration the various and important aspects of each discipline. The tool becomes the means to an end, and can overshadow and discount the lessons that can be learned from a well-crafted assessment process.
- If we use a “one-size-fits-all” tool, we may end up collecting numbers and symbols that are of little use. If we explain solely using our own language, our message and therefore our effectiveness may be difficult to understand. Our challenge then becomes finding a way through that allows us to assess on our own terms and to use this information to inform our work, while at the same time, offering this information in a translated form that addresses the requirements of non-theatre entities and provides cogent information.
- This session will focus on constructive ways to assess work in theatre, effective ways to use the information to strengthen programs and initiatives, and helpful approaches that enable the theatre unit to effectively communicate the results to various internal and external review bodies. Time for conversation will be provided.
- Presenter:*            Randal Blades, Jacksonville State University  
*Moderator:*          Nancy C. Jones, University of Kentucky

## Thursday, March 17 (Continued)

4:30 p.m. – 5:45 p.m. **ENHANCING COMMUNICATION AND COLLABORATION  
BETWEEN PROFESSIONAL STUDIO SCHOOLS AND COLLEGES AND UNIVERSITIES** **Derby/Oaks**

Although the administrative structures and operations of professional studio schools differ in some ways from those that exist within colleges and universities, theatre programs share a common goal: to provide exceptional education and training in theatre to students who come anxious and willing to learn. In a climate where dwindling resources seem to be the norm, establishing connections between and among institutions can assist with the pooling and sharing of resources and expertise.

Successful collaborations and partnerships between professional studio schools and theatre programs within colleges and universities can often yield exceptional results with regard to resource access and utilization. As well, such connections can have the effect of deepening the educational experience for all students, as access to a broader pool of faculty expertise and availability of additional coursework is expanded. These win-win situations can benefit not only the institutions, students, and faculty, but also can create positive results for surrounding communities.

This session will provide an opportunity for attendees to share examples of current collaborations and partnerships, propose and examine new models of collaboration, and engage in discussion centered on the consideration of specific and the potential for future collaborative efforts involving faculty, students, facilities, and curricular coursework.

*Presenters:* Sarah Peters, Dell'Arte International School of Physical Theatre  
David Bell, University of Hartford

*Moderator:* M. Scott Phillips, Auburn University

4:30 p.m. – 5:45 p.m. **BRIEFING FOR EXPERIENCED EVALUATORS** **Keeneland**

This annual briefing is offered for individuals currently trained and serving as NAST visiting evaluators. It will provide an opportunity for evaluators to refresh their knowledge of NAST procedures, protocols, and standards, with particular focus on recent changes to the *Procedures for Institutions*, and the *Handbook*. Helpful reminders regarding the format, preparation, and required content of Visitors' Reports will be provided. The potential impact of the activities of external constituencies, such as the federal government, states, and other review bodies, which may impact the accreditation process, will be discussed. Documentation required of institutions and evaluators will be highlighted, as well as sources and uses of helpful and informative publications aimed to assist institutions in the preparation of Self-Studies and evaluators in the preparation of Visitors' Reports. (*Please note: This session is by invitation only.*)

*Presenter:* Karen P. Moynahan, NAST National Office

5:45 p.m. – 7:00 p.m. **PRESIDENT'S RECEPTION FOR THE ASSOCIATION  
IN HONOR OF FIRST-TIME ATTENDEES** **The Spire (Rooftop Level)**  
(Cash bar)

7:00 p.m. – 9:30 p.m. **BOARD OF DIRECTORS DINNER AND SEMINAR MEETING** **Gulfstream/Hialeah**  
(Board of Directors members only)

## Friday, March 18

7:15 a.m. – 8:30 a.m. **CONTINENTAL BREAKFAST FOR THE ASSOCIATION** **Regency Center**  
*Hosted by:* Music Theatre International

8:00 a.m. – 5:30 p.m. **REGISTRATION** **Top of Escalators**



## Friday, March 18 (Continued)

8:45 a.m. – 9:45 a.m.

### **SECOND GENERAL SESSION: PLENARY BUSINESS MEETING**

**Regency North**

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  
Election  
Appreciation  
New Business  
Adjournment

10:00 a.m. – 12:00 noon

### **THE EDUCATION AND TRAINING OF THE 21<sup>ST</sup> CENTURY THEATRE ARTIST: THE ROLE OF THE THEATRE ADMINISTRATOR**

**(Rooms Noted Below)**

Today's theatre administrator holds an important and integral role in the education and training of the 21st century theatre artist. This individual must ensure that an appropriate and functional balance exists between and among all constituent parts. To do this, the theatre administrator must have a broad and well-studied perspective regarding the characteristics and expectations of incoming theatre students, and an equally held perspective with regard to the expertise and propensities of the faculty and the role each one will play in educating the students. With this knowledge firmly in hand, the administrator must create, protect, and nurture a culture in which all of these parts exist in harmony, a culture that allows and supports intellectual curiosity; interest in the development of expertise; pursuit of knowledge; and the desire to learn, create, and realize. The following sessions will offer attendees the choice from among three topics related to the role of the theatre administrator in the education and training of the 21<sup>st</sup> century theatre artist. Open discussion will follow each presentation.

10:00 a.m. – 11:15 a.m.

### **Understanding the Student**

**Keeneland**

This session will consider the various characteristics of many, but certainly not all, of today's theatre students. Questions of particular significance include: Who are they? What are their personal, professional, and academic aspirations? How much theatre have they done in the past, what kinds, and at what level? What made them choose to study theatre at the postsecondary level? What are they expecting from their college, university, conservatory, or professional studio education? How many of them are majors, non-majors, double majors, or simply undecided? What, if any, knowledge and skills do they bring with them from high school or from previous training programs? How do they learn? Are they able to conduct research and think critically?

These questions will be addressed by the presenters, and considered and discussed by attendees.

*Presenters:* Scott Lubinski, Metropolitan State University of Denver  
Rochelle Elman, University of West Georgia  
*Moderator:* Daina Robins, Hope College

## Friday, March 18 (Continued)

10:00 a.m. – 12:00 noon **THE EDUCATION AND TRAINING OF THE 21<sup>ST</sup> CENTURY THEATRE** (Rooms Noted Below)  
**ARTIST: THE ROLE OF THE THEATRE ADMINISTRATOR (Continued)**

10:00 a.m. – 11:15 a.m. **Engaging the Faculty** **Derby/Oaks**

This session will consider the role of theatre faculty and the faculty's ability to address or adapt to anticipated student learning propensities. Given these propensities, will faculty members need to change or adjust the way they are teaching or communicating, both in and outside the classroom? If change and adjustment is necessary, what does it look like? What will be the effect on teaching, on communication? What are the benefits/drawbacks?

What sorts of new technologies or methods are having or will have the greatest impact on teaching/on learning? How are theatre units ensuring that faculty members stay current with regard to new and emerging communication platforms and delivery methods? What will "teaching in the future" look like?

In the midst of change, what remains fundamental to the education and training of theatre students? For students who may be used to right and wrong answers, and no gray area, how can faculty encourage students' active curiosity? Ultimately, how can faculty help students to identify their own learning propensities, be guided by them, and ensure that faculty propensities do not inhibit the learning experience of students?

Open discussion will follow the presentations.

*Presenters:* Kenneth L. Stilson, Southeast Missouri State University  
Jacqueline Wheeler, Valdosta State University

*Moderator:* David Young, Western Kentucky University

10:00 a.m. – 11:15 a.m. **Developing a Culture** **Churchill Downs**

This session will consider the impact that a theatre unit's internal culture can have on the education and training of its students. How, for instance, can theatre administrators work to ensure the existence of a culture that 1) promotes excellence and the development of skilled theatre artists, 2) supports curiosity and ingenuity among its faculty and students, and 3) allows for failure and restarts, all amidst an established set of institutional structures and systems?

How can the theatre administrator work to promote a culture of exploration and risk-taking among faculty members, while ensuring that more mundane everyday tasks are still being performed and accomplished in a timely fashion?

How can students be encouraged to make bold choices in the classroom, on the stage, in the shop, and in the studio without succumbing to fear and self-doubt? How can faculty work to support a culture of intellectual curiosity among students? How can faculty help to counter students' preconceptions that failure is always bad and instead help students to use missteps as the impetus to try something again or try something new? How can administrators encourage faculty to promote and spur experimentations? How can theatre units best support students in their desire to find and/or create their own academic and artistic paths?

Ways to initiate local conversations about culture and possible changes in culture will also be addressed. Open discussion will follow.

*Presenters:* Mark J. Charney, Texas Tech University  
Paul Steger, University of Nebraska – Lincoln  
*Moderator:* King David Godwin, Grambling State University

## Friday, March 18 (Continued)

10:00 a.m. – 12:00 noon **THE EDUCATION AND TRAINING OF THE 21<sup>ST</sup> CENTURY THEATRE** (Rooms Noted Below)  
**ARTIST: THE ROLE OF THE THEATRE ADMINISTRATOR (Continued)**

11:30 a.m. – 12:00 noon **Discussion Reporting** **Regency North**

Moderators from each morning session will present a brief summary report offering insights, major issues and concerns discussed, and conclusions drawn to all attendees gathered as a whole. If time allows, open discussion will follow.

*Moderator:* Holly Logue, Kean University

12:15 p.m. – 1:30 p.m. **LUNCHEON FOR THE ASSOCIATION** **Regency Center**

1:45 p.m. – 4:00 p.m. **THE EDUCATION AND TRAINING OF THE 21<sup>ST</sup> CENTURY THEATRE** (Rooms Noted Below)  
**ARTIST: THE UNDERGRADUATE CURRICULUM**

These sessions will continue and expand the conversation about curricular programs begun at last year's Annual Meeting during the session entitled, "Curricular Programs: What Stays, What Goes, What Must Be Considered." Initial discussion sought to define that which is "essential" to the education and training of the theatre student – the fundamental skills, knowledge, and values that are necessary to enable the students to move from the academy to employment. In today's sessions, we sharpen our focus, and therefore our conversation, and consider the undergraduate liberal arts degree and the undergraduate professional degree. Our perennial questions remain: what must stay, what should go, and what must be considered for the future?

Although the main focus of the undergraduate sessions and the following breakout discussions will be on the baccalaureate curriculum, individuals from non-degree-granting institutions and community colleges are encouraged to attend in order to convey perspectives, especially as they relate to the transfer of their graduates to four-year degree programs. Individuals from graduate programs are also encouraged to attend and to share thoughts regarding how the academic backgrounds of the students they accept into their programs could be strengthened.

Following the presentations noted below, attendees are asked to break out into discussion groups by type of degree and level of enrollment. Attendees should convene at the conclusion of the roundtable discussions, at which time each of the four discussion groups will report issues and findings.

1:45 p.m. – 2:10 p.m. **The Undergraduate Liberal Arts Degree** **Keeneland**

Presenters in this session will consider the evolving nature of the liberal arts degree in theatre. The structural features of the liberal arts degree provide tremendous flexibility for institutions, and thus this degree has been a natural home for curricular innovation and experimentation. Several fundamental purposes are outlined in the *NAST Handbook*.

Topics in this session may include, but are not limited to, correlations with specific learning goals, content choices and course distributions, breadth and depth considerations, the strategic inclusion of general studies and non-theatre electives, the double major, and the overall preparation of the liberal arts theatre major.

NAST recognizes that there are multiple avenues that institutions may wish to pursue. This session is not meant to shift the conversation toward one path or another, but to encourage an exchange of ideas regarding the liberal arts degree in theatre and the many possibilities that exist.

*Presenters:* Stephen Hudson-Mairet, Marquette University  
Brian Kite, University of California, Los Angeles

## Friday, March 18 (Continued)

1:45 p.m. – 4:00 p.m.      **THE EDUCATION AND TRAINING OF THE 21<sup>ST</sup> CENTURY THEATRE**      *(Rooms Noted Below)*  
**ARTIST: THE UNDERGRADUATE CURRICULUM** *(Continued)*

1:45 p.m. – 2:10 p.m.      **The Undergraduate Professional Degree**      **Regency North**

Presenters in this session will consider the evolving nature of the undergraduate professional degree in theatre. The structural features of the undergraduate professional degree are intended to prepare students for entry into the theatre profession upon graduation. Unlike the liberal arts degree, the professional degree requires students to spend more time engaged in intense study within the major field and specialization. The fundamental purposes of the professional degree and its various specializations are outlined in the *NAST Handbook*.

Topics in this session may include, but are not limited to, admission criteria, correlations with specific learning goals, content choices and course distributions, general studies requirements, production experience, capstone courses and projects, and the overall preparation of the theatre major. Discussion of various specializations within the field, including acting, design/technology, film/video production, musical theatre, and stage management, will be included.

NAST recognizes that there are multiple avenues that institutions may wish to pursue. This session is not meant to shift the conversation toward one path or another, but to encourage an exchange of ideas about the professional undergraduate degree in theatre.

*Presenters:*      Catherine Weidner, Ithaca College  
Hardy Koenig, North Dakota State University

2:15 p.m. – 3:10 p.m.

### **Breakout Discussion Groups**

*(Please attend one of the following four breakout discussion groups.)*

#### **Session #1:**      **Derby** **Institutions Offering Liberal Arts Degrees with Enrollments Fewer than 100**

Attendees from small schools or small theatre departments are invited to attend this roundtable session in order to discuss and explore, in detail, the various components of the liberal arts baccalaureate (B.A./B.S.) curriculum.

*Moderator:*      Stephen Hudson-Mairet, Marquette University  
*Recorder:*      Jennifer Vellenga, Kansas State University

#### **Session #2:**      **Oaks** **Institutions Offering Liberal Arts Degrees with Enrollments Greater than 100**

Attendees from larger schools or large theatre departments are invited to attend this roundtable session in order to discuss and explore, in detail, the various components of the liberal arts baccalaureate (B.A./B.S.) curriculum.

*Moderator:*      Brian Kite, University of California, Los Angeles  
*Recorder:*      Rick Lombardo, Kennesaw State University

#### **Session #3:**      **Keeneland** **Institutions Offering Professional Degrees with Enrollments Fewer than 150**

Attendees from small schools or small theatre departments are invited to attend this roundtable session in order to discuss and explore, in detail, the various components of the professional baccalaureate (B.F.A.) curriculum.

*Moderator:*      Hardy Koenig, North Dakota State University  
*Recorder:*      David Sandley, Samford University

## Friday, March 18 (Continued)

1:45 p.m. – 4:00 p.m.	<b>THE EDUCATION AND TRAINING OF THE 21<sup>ST</sup> CENTURY THEATRE</b> <b>ARTIST: THE UNDERGRADUATE CURRICULUM (Continued)</b>	<b>(Rooms Noted Below)</b>
2:15 p.m. – 3:10 p.m.	<b>Breakout Discussion Groups (Continued)</b>  <b>Session #4:</b> <b>Institutions Offering Professional Degrees with Enrollments Greater than 150</b>  Attendees from larger schools or large theatre departments are invited to attend this roundtable session in order to discuss and explore, in detail, the various components of the professional baccalaureate (B.F.A.) curriculum.  <i>Moderator:</i> Catherine Weidner, Ithaca College <i>Recorder:</i> Thomas Loughlin, State University of New York, Fredonia	<b>Churchill Downs</b>
3:15 p.m. – 4:00 p.m.	<b>Discussion Reporting</b>  Recorders from each discussion group will present brief summary reports offering insights, major issues and concerns discussed, and conclusions drawn to all attendees. If time allows, open discussion will follow.  <i>Moderator:</i> Holly Logue, Kean University	<b>Regency North</b>
4:15 p.m. – 5:30 p.m.	<b>OPEN HEARING: GRADUATE STANDARDS</b>  NAST has begun a multiyear review of its accreditation standards. This hearing will take comments on the present concepts and text concerning graduate study. An electronic copy of the hearing text will be sent to all Annual Meeting attendees in advance of the meeting. Participants are encouraged to bring a marked copy to the hearing.  <i>Moderator:</i> R. Terrell Finney, Jr., University of Cincinnati <i>Recorder:</i> Karen P. Moynahan, NAST National Office	<b>Keeneland</b>
4:15 p.m. – 5:30 p.m.	<b>NAST ADMINISTRATIVE SUPPORT RESOURCES</b>  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 purposes of several sets of information. Areas of discussion will include faculty work, promotion, tenure; the duties of administrators; planning and futures analysis; assessment; and communicating with others, explaining the principles, aspirations, and suggested considerations for the development of effective programs in theatre. Information described above is available on the NAST website, as is detailed and extensive information helpful to the general public, students, administrators, theatre administrators new to NAST, and those embarking upon accreditation and reaccreditation applications. A brief look at the website, highlighting its resources and use, will be offered.  <i>Presenter:</i> Paul Florek, NAST National Office	<b>Churchill Downs</b>
4:15 p.m. – 5:30 p.m.	<b>ROUNDTABLE FOR NON-DEGREE-GRANTING AND PROFESSIONAL STUDIO SCHOOLS</b>  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. This roundtable is open to all attendees.  <i>Moderator:</i> Michael Grenham, Stella Adler Studio of Acting	<b>Derby</b>
5:30 p.m. – 6:30 p.m.	<b>URTA MEETING</b>	<b>Hialeah</b>
5:45 p.m. – 6:45 p.m.	<b>RECEPTION FOR ATTENDEES AT THE ACTORS THEATRE OF LOUISVILLE</b> <i>(Cash bar)</i>  Attendees are asked to gather at 316 West Main Street, Louisville, KY 40202, the home of Actors Theatre of Louisville, a short 7-minute walk from the Hyatt Regency Louisville.	

## Saturday, March 19

- 7:30 a.m. – 8:45 a.m. **BOARD OF DIRECTORS BREAKFAST AND SEMINAR MEETING** **Churchill Downs**  
*(Board of Directors members only)*
- 9:00 a.m. – 10:00 a.m. **USING HEADS STATISTICAL DATA FOR INSTITUTIONAL PLANNING AND PROJECTIONS** **Derby/Oaks**
- The institutional research data gathered and compiled by the Higher Education Arts Data Services (HEADS) 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 Data Summaries and Special Reports for comparison among specific peer institutions, and potential uses for HEADS data in local policy discussions and administrative planning.
- Presenter:* Paul Florek, NAST National Office
- 9:00 a.m. – 10:00 a.m. **OPEN FORUM: NAST ACCREDITATION PROCESSES – PROCEDURES, STANDARDS, GUIDELINES, AND PRACTICES** **Keeneland**
- This forum will provide an opportunity for discussion of NAST requirements and procedures with regard to applications for accreditation/reaccreditation, Plan Approval/Final Approval for Listing, and Substantive Change; as well as use of the *Handbook* and application of standards. It will be guided by the questions posed by participants, which may be prepared in advance and focus on general, rather than specific institutional issues. All meeting attendees are welcome.  
*(Please note: Individuals who attend the Thursday morning session entitled “Workshop: Preparing for NAST Evaluation” may find this Open Forum helpful.)*
- Facilitator:* Karen P. Moynahan, NAST National Office
- 10:15 a.m. – 11:30 a.m. **STRUCTURED INTERNSHIP AND APPRENTICESHIP PROGRAMS: A CONVERSATION WITH ATL STUDENTS AND RECENT GRADUATES** **Regency North**
- This session will provide an opportunity for meeting attendees to hear from a panel of students and recent graduates currently participating in structured theatre internship and apprenticeship programs at the Actors Theatre of Louisville (ATL). Panelists will speak about the ways in which their collegiate education experiences prepared them for acceptance into these programs, opportunities provided by such programs, their future professional aspirations and how these aspirations have been influenced by these programs, and the ways in which these opportunities are providing professional preparation for work both in theatre and beyond. Transitioning from academic to professional theatre will be discussed. Time for questions and discussion will be provided.
- Panelists:* Members of the ATL Apprentice/Intern Company  
Michael Legg, Actors Theatre of Louisville  
John Rooney, Actors Theatre of Louisville
- 11:45 a.m. – 12:45 p.m. **BRIEFING: FEDERAL ISSUES FOR THEATRE ADMINISTRATORS** **Derby/Oaks**
- 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.
- Following a brief introduction to the higher education and policy landscapes, this session will address the current political climate; various pressures on institutions; and current and prospective federal policies, laws, and regulations affecting higher education and the arts.
- This briefing will take a non-partisan policy analysis approach, looking at the ramifications and costs of various options and probabilities. Time for questions and discussion will be provided.
- Presenter:* Paul Florek, NAST National Office

## Saturday, March 19 *(Continued)*

11:45 a.m. – 12:45 p.m. **CREATING COGENT COMMISSION COMMUNICATIONS**

**Keeneland**

Whether developing and preparing comprehensive applications for accreditation and reaccreditation, Responses, Progress Reports, or applications for Plan Approval, Final Approval for Listing, or Substantive Change, clear and cogent material, which articulates activities at the institution while at the same time addresses standards issues, is necessary in order to conduct a successful conversation with the Commission on Accreditation. This session will offer an overview of the *Handbook* and the use of its contents in preparing Commission correspondence. Helpful ideas and suggestions will be provided for attendees in the process of, or planning to, develop materials for Commission review.

*Presenter:* Karen P. Moynahan, NAST National Office

12:45 p.m. **ADJOURNMENT OF THE 51<sup>st</sup> NAST ANNUAL MEETING**

**NATIONAL ASSOCIATION OF SCHOOLS OF THEATRE  
Fifty-Second Annual Meeting  
March 15-18, 2017  
Westin Lake Las Vegas Resort  
Henderson, Nevada**