

NATIONAL ASSOCIATION OF SCHOOLS OF THEATRE

Fifty-Fourth Annual Meeting

and

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

Program

**Radisson Blu Minneapolis
Minneapolis, Minnesota**

March 27–30, 2019

NATIONAL ASSOCIATION OF SCHOOLS OF THEATRE

54th Annual Meeting

and

Retreat for Administrators of Theatre Programs in Higher Education

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Program

Program of Events	1
Pre-Meeting Workshops.....	1
Annual Meeting.....	4
Next Annual Meeting.....	14
Meeting Attendees by Name.....	15
Meeting Attendees by Institution.....	18
Officers, Commissioners, Committees, and Staff for 2019.....	21

NATIONAL ASSOCIATION OF SCHOOLS OF THEATRE

54th Annual Meeting

March 27–30, 2019

Program of Events

PLEASE NOTE:

- *Separate registration is required for the Pre-Meeting Workshops.*
- *Please consult the hotel map for meeting room locations.*

Wednesday, March 27

8:00 a.m.–6:00 p.m. **REGISTRATION** **Denmark Commons (Level 3)**

9:00 a.m.–5:00 p.m. **COMMISSION ON ACCREDITATION** **New Sweden 2/3 (Level 2)**
(Commission members only)

9:00 a.m.–4:00 p.m. **PRE-MEETING WORKSHOP FOR NEW AND ASPIRING** **Norway (Level 3)**
THEATRE ADMINISTRATORS IN HIGHER EDUCATION

9:00 a.m.–9:05 a.m. **Welcome by President of NAST**

Holly Logue, Kean University

9:05 a.m.–9:15 a.m. **Introduction**

Janet M. Wilson, Illinois State University

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. Attendees will consider the potential effects of well-considered, planned, and orchestrated advocacy initiatives.

Presenter: Lawrence Dooley, Columbus 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: Joshua B. Williamson, West Virginia University

Wednesday, March 27 (Continued)

9:00 a.m.–4:00 p.m. **PRE-MEETING WORKSHOP FOR NEW AND ASPIRING
THEATRE ADMINISTRATORS IN HIGHER EDUCATION (Continued)** **Norway (Level 3)**

11:15 a.m.–12:00 noon **Financial Management**

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: Paul Gatrell, Belmont University

12:00 noon–1:00 p.m. **Box Lunch and Open Discussion
for New and Seasoned Administrators** **Denmark Commons (Level 3)**

1:00 p.m.–1:45 p.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 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.

Presenter: Kenneth L. Stilson, Southeast Missouri State University

2:00 p.m.–2:45 p.m. **Working with Faculty**

While an administrator’s role involves guiding curricular development, 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.

Presenter: Janet M. Wilson, Illinois State University

Wednesday, March 27 (Continued)

9:00 a.m.–4:00 p.m. **PRE-MEETING WORKSHOP FOR NEW AND ASPIRING
THEATRE ADMINISTRATORS IN HIGHER EDUCATION (Continued)** **Norway (Level 3)**

3:00 p.m.–3:45 p.m. **Working with Deans and Other Administrators**

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?

Presenter: William Teague, University of Alabama

3:45 p.m.–4:00 p.m. **Summary**

Janet M. Wilson, Illinois State University

4:00 p.m. **Adjournment of Pre-Meeting Workshop for New and Aspiring Theatre
Administrators in Higher Education**

*Participants are invited to attend the Reception for Pre-Meeting Workshop
Attendees (to be held from 5:00 p.m.–6:00 p.m.)*

10:00 a.m.–4:00 p.m. **PRE-MEETING WORKSHOP FOR SEASONED
THEATRE ADMINISTRATORS IN HIGHER EDUCATION** **Scandinavian 1 (Level 3)**

10:00 a.m.–12:00 noon **Facilitated Discussion**

The responsibilities of the theatre administrator are diverse and multifaceted. Each day brings new challenges and opportunities. Over time, the roles and responsibilities of an administrator often expand, change, and evolve. This pre-meeting workshop, especially designed for seasoned administrators, will include both short presentations and discussions related to various issues affecting the work of theatre administrators. Topics will be established by the workshop leaders and will include, but not be limited to: working with faculty, students, and other administrators within and across disciplines; communicating with upper administrators; issues of promotion and tenure; financial management of the theatre unit; marketing the theatre unit to prospective students and the public; strategies for dealing with difficult situations; and succession planning. Topics of interest to attendees may be considered as well. Attendees from all types of institutions and from all levels of administration are welcome. *Participants are invited to attend the Reception for Pre-Meeting Workshop Attendees (to be held from 5:00 p.m.–6:00 p.m.)*

Facilitators: Patrice Bailey, New World School of the Arts
Mark J. Charney, Texas Tech University

12:00 noon–1:00 p.m. **Box Lunch and Open Discussion
for New and Seasoned Administrators** **Denmark Commons (Level 3)**

1:00 p.m.–4:00 p.m. **Facilitated Discussion (Continued)**

Wednesday, March 27 (Continued)

- 4:15 p.m.–5:15 p.m. **ORIENTATION FOR NEWCOMERS TO NAST** **Scandinavian 1 (Level 3)**
- 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 pose questions and discuss answers.
- Presenter:* Shelly Elman, University of West Georgia
Staff Resource: Paul J. Florek, NAST National Office
- 5:15 p.m.–6:15 p.m. **RECEPTION FOR PRE-MEETING WORKSHOP ATTENDEES** **Denmark Commons (Level 3)**
(Cash bar)
- All pre-meeting workshop attendees, presenters, and facilitators are invited to this informal reception, which will provide an opportunity to meet, greet, establish mentor/mentee connections, and cultivate valuable professional relationships with other theatre administrators. Attendees are also welcome and encouraged to continue the conversations begun during the day's workshops. All registrants are welcome to attend.
- 5:45 p.m.–6:00 p.m. **BOARD OF DIRECTORS NEW MEMBER ORIENTATION** **Oslo Boardroom (Level 3)**
(Board of Directors members only)
- 6:00 p.m.–9:00 p.m. **BOARD OF DIRECTORS DINNER AND BUSINESS MEETING** **Oslo Boardroom (Level 3)**
(Board of Directors members only)

Thursday, March 28

- 7:30 a.m.–6:00 p.m. **REGISTRATION** **Denmark Commons (Level 3)**
- 8:00 a.m.–12:00 noon **WORKSHOP: PREPARING FOR NAST EVALUATION** **Norway (Level 3)**
(Please note: A box lunch will be provided. Attendees are asked to register in advance.)
- This session will provide information and guidance pertaining to the NAST comprehensive evaluation process including discussion of 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 2019–2020 and 2020–2021 academic years. However, all interested individuals are welcome.
- Presenter:* Kyle Dobbeck, NAST National Office
- 8:00 a.m.–12:00 noon **WORKSHOP FOR VISITING EVALUATORS** **Oslo Boardroom (Level 3)**
(Please note: 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 2020.)
- This annual workshop will provide training to theatre administrators interested in becoming visiting evaluators for NAST. Fundamentals of the accreditation process, and the roles and responsibilities of visiting evaluators will be discussed in detail. Significant time will be spent discussing NAST expectations with regard to Self-Study submissions and Self-Study documentation. An overview of the *Handbook* and its constituent parts will be provided.

Thursday, March 28 (Continued)

- 8:00 a.m.–12:00 noon **WORKSHOP FOR VISITING EVALUATORS (Continued)** **Oslo Boardroom (Level 3)**
- 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. Further specific attention will be devoted to guidelines that speak to the preparation of Visitors' Reports.
- Facilitators:* Jim Hunter, University of South Carolina
 Annie-Laurie Wheat, Winthrop University
- Staff Resource:* Nora Hamme, NAST National Office
- 10:00 a.m.–12:00 noon **WORKSHOP FOR EXPERIENCED EVALUATORS** **Scandinavian 1 (Level 3)**
- (Please note: 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 2020.)*
- This workshop will provide training to theatre administrators who have previously been trained as evaluators and who have served as members of visitation teams. Expectations regarding the review of Self-Studies, the on-site visit, and the Visitors' Report will be reviewed. Responsibilities specific to the chair of visiting teams will be presented.
- Facilitators:* Kevin Paul Hofeditz, Southern Methodist University
 Paul A. Steger, Virginia Tech
- Staff Resource:* Nora Hamme, NAST National Office
- 11:30 a.m.–12:00 noon **BRIEFING FOR MODERATORS AND RECORDERS** **Scandinavian 4 (Level 3)**
- This briefing, conducted by NAST staff, will offer instructions, expectations, and helpful hints to individuals who have been asked and have agreed to serve as Annual Meeting session moderators and recorders. All moderators and recorders should plan to attend this briefing. An opportunity for questions and answers will be provided.
- Facilitator:* Paul J. Florek, NAST National Office
- 12:45 p.m.–1:45 p.m. **KEYNOTE ADDRESS** **Scandinavian 4 (Level 3)**
- Speaker:* Sarah Bellamy, Artistic Director, Penumbra Theatre Company
- Title:* "Theatre, Self, and Social Change"
- Moderator:* Holly Logue, Kean University
- 2:00 p.m.–5:20 p.m. **TOPIC AREA DISCUSSIONS**
- Each session will begin with an overview of the topic area provided by the assigned facilitator. Following the overview, attendees will have an opportunity to participate in open discussion which will enable attendees to explore ideas, share thoughts, address concerns, and deepen understandings.
- (Attendees will have the opportunity to attend three of the seven topic areas offered and should choose the three topic areas of greatest interest.)*
- 2:00 p.m.–3:00 p.m. **Topic Area #1: Season Selection—** **Scandinavian 4 (Level 3)**
 Weighing Options and Anticipated Results
- Decisions pertaining to season selection can be difficult, particularly when competing interests are at play. On one hand, choices that result in a season of local favorites may result in packed houses and the availability of ticket revenue, which if returned to the theatre unit, enables it to support existing initiatives and afford future dreams. Although lucrative, such choices may offer little assistance in support of curricular goals. On the other hand, choices that support the mission of the unit may ensure that students are exposed to the robust canon of literature and create indispensable

Thursday, March 28 (Continued)

2:00 p.m.–5:20 p.m. **TOPIC AREA DISCUSSIONS (Continued)**

- 2:00 p.m.–3:00 p.m. **Topic Area #1: Season Selection—
Weighing Options and Anticipated Results (Continued)** **Scandinavian 4 (Level 3)**
- curricular laboratory opportunities which can serve to enhance the educational experience of students. Unfortunately, although selections aligned with student learning outcomes are of inestimable value to the students, they may not result in fortified coffers. Attendees will consider the various pressures that can impact decision-making, and the important considerations which should inform choices.
- Facilitator:* Sharon L. Ott, Virginia Commonwealth University
Recorder: Kelly Allison, University of Alabama at Birmingham
- 2:00 p.m.–3:00 p.m. **Topic Area #2: The Parent Conversation** **Scandinavian 2 (Level 3)**
- There is no question that the parents of today's students play an influential role in the decision-making processes undertaken by their children—our future students—when it comes time to apply to college. Although the savvy student and parents know that a good fit can pave the way for a successful collegiate experience, rarely will consideration be given to matching the focus and intention of a curricular program with the actual abilities and future desires of the student. Focusing on long-term prospects for success, students and parents may tend to steer toward that which is thought to be the ticket to future employment. Rarely are all options known or considered. When such preconceived notions are in hand, what is the responsibility of the theatre administrator to inform students and parents alike about the multitude of options available to students today? What important information must students know? What information should be offered to parents? Attendees will consider best practices, the implementation of which may assist students to make decisions that best serve their needs, align choices with their abilities, and set in motion their academic journeys.
- Facilitator:* Robyn Quick, Towson University
Recorder: Michael Wainstein, University of Central Florida
- 2:00 p.m.–3:00 p.m. **Topic Area #3: Connecting With the Industry** **Scandinavian 3 (Level 3)**
- Expanding the collegiate experience beyond the classroom can be invaluable in broadening learning opportunities for, and the perspectives of, students, and also in assisting students to develop connections with and inroads into the industry. Attendees will discuss some of the options that exist today such as internships and showcases; opportunities to work with practicing professionals, guest artists, theatre companies hosted in residence, and professional training programs; and opportunities to observe professional productions and attend and participate in conferences. Consideration will be given to how supportive experiences can be initiated and implemented. Participants will consider how such experiences can be structured to not only ensure that they support classroom learning but become integrated and integral parts of the collegiate experience.
- Facilitator:* Nefertiti Burton, Howard University
Recorder: Marilyn A. Hetzel, Metropolitan State University of Denver
- 2:00 p.m.–3:00 p.m. **Topic Area #4: Assessing Student Achievement** **Norway 1 (Level 3)**
- Assessing student achievement on an ongoing basis and throughout the period of collegiate study is critical if helpful feedback regarding progress is to be offered to students, and if the institution is to ascertain the relevance of its curricular programs and their effectiveness in developing desired competencies and expertise. Attendees

Thursday, March 28 (Continued)

2:00 p.m.–5:20 p.m. **TOPIC AREA DISCUSSIONS (Continued)**

2:00 p.m.–3:00 p.m. **Topic Area #4: Assessing Student Achievement (Continued)** **Norway 1 (Level 3)**

will consider whether there is a need to define and implement various assessment approaches which are tailored not only to the type and level of curricular program offered, but as well, to the curricular components of the program such as lecture, performance, and production coursework. What criteria should be used to assess student achievement? Should criteria include aspects such as vocal abilities; physical presence; depth and clarity of character; memorization skills; rehearsal techniques; the ability of the student to create truth from behavior; the student's understanding of objectives, obstacles, and tactics; and the like? How should decisions regarding the criteria be made? Who should be involved? Who should review results? How are the results used to monitor student success and inform the students of their progress? How are the results used to inform the unit of its success to educate and train its students, or the need to consider change? Attendees will have the opportunity to share positive outcomes which resulted from successes and failures.

Facilitator: Kristin Sosnowsky, Louisiana State University

Recorder: Pamela D. McDaniel, Western Connecticut State University

2:00 p.m.–3:00 p.m. **Topic Area #5: Leading the Way for the Next Generation of Administrators** **Norway 2 (Level 3)**

In recent years, responsibilities assigned to the theatre administrator have burgeoned. Today, not only are administrators required to run theatre units, often they are required to fundraise, produce, oversee building initiatives, etc. The reality is that each day is filled with a plethora of responsibilities which can easily and quickly usurp all available hours of time. This poses a challenge for the sitting administrator, but it also creates for would-be administrators a perception of insurmountable odds supported by job descriptions which together may deter individual applicants given the depth and breadth of expectations. What steps can/must current administrators take to ensure that future leaders not only possess a willingness to seek administrative positions, but are enticed by opportunities and articulated duties? How can the assistance of upper-level administrators be garnered to ensure that sufficient support is and remains in place to support the work of the theatre administrator? How can administrators work to ensure that actual loads remain within the bounds of reason and provide not only time to address stated responsibilities but also time to think, plan, and reflect—necessary components of an administrator's day. Attendees will consider what they can do to prepare for and pave the way for the next generation of administrators.

Facilitator: Joan Herrington, Western Michigan University

Recorder: Carl H. Lefko, Radford University

2:00 p.m.–3:00 p.m. **Topic Area #6: Developing Policies and Procedures for Boards of Professional Training Schools** **Norway 3 (Level 3)**

Common among thriving enterprises is the existence of essential conditions that must be established and prevail if successful operation is to be assured. Paramount among them for professional training schools is the existence of a carefully selected and effective Board of Directors empowered to carry out prescribed authorities and thoughtfully articulated guidelines which, cast within the boundaries and expectations of these authorities, define Board duties, responsibilities, and operations. This "roll up your sleeves" working session will provide time for

Thursday, March 28 (Continued)

2:00 p.m.–5:20 p.m.	TOPIC AREA DISCUSSIONS (Continued)	
2:00 p.m.–3:00 p.m.	Topic Area #6: Developing Policies and Procedures for Boards of Professional Training Schools (Continued) attendees to explore these issues, and also to consider effective approaches which can motivate Boards to wield their collective and substantial potential to realize results which support the mission and goals of the institution. Consideration will be given to the fine line that exists between effective participation and intrusive micromanagement. <i>Facilitator:</i> Anne Jin Soo Preston, Creation in Common <i>Recorder:</i> Alyssa Hughlett, Dell'Arte International School of Physical Theatre	Norway 3 (Level 3)
3:10 p.m.–4:10 p.m.	Topic Areas #1–5 (Repeated) <i>(Topic Area #6 will not be repeated)</i> #1: Season Selection—Weighing Options and Anticipated Results #2: The Parent Conversation #3: Connecting With the Industry #4: Assessing Student Achievement #5: Leading the Way for the Next Generation of Administrators	See Above for Room Numbers
3:10 p.m.–4:10 p.m.	Topic Area #7: Developing Postsecondary Non-Degree-Granting Curricular Programs in Professional Training Schools Institutions have at their disposal substantial flexibility when considering and designing post-secondary non-degree-granting curricular programs which attend to the interests of students and align with stated institutional mission. Within this framework, many considerations must be taken into account such as the defined body of content, learning objectives, how expertise will be developed, expectation of students, time necessary to develop stated competencies, current and ongoing relevance of the curricular program, time to completion, resources available to support and maintain programs, availability of faculty with appropriate expertise, and so forth. This session will provide an in-depth overview and assist participants to develop an understanding of NAST standards, protocols, and procedures as they pertain and apply to post-secondary non-degree-granting programs. Ample time for questions and discussion will be provided. <i>Facilitator:</i> Paul J. Florek, NAST National Office	Norway 3 (Level 3)
4:20 p.m.–5:20 p.m.	Topic Areas #1–5 (Repeated) <i>(Topic Areas #6 and #7 will not be repeated)</i> #1: Season Selection—Weighing Options and Anticipated Results #2: The Parent Conversation #3: Connecting With the Industry #4: Assessing Student Achievement #5: Leading the Way for the Next Generation of Administrators	See Above for Room Numbers
5:30 p.m.–6:30 p.m.	PRESIDENT'S RECEPTION FOR THE ASSOCIATION <i>(Cash bar)</i>	Denmark Commons (Level 3)
6:30 p.m.–9:00 p.m.	BOARD OF DIRECTORS DINNER AND SEMINAR MEETING <i>(Board of Directors members only)</i>	Oslo Boardroom (Level 3)

Friday, March 29

7:15 a.m.–8:45 a.m.	CONTINENTAL BREAKFAST FOR THE ASSOCIATION <i>Hosted by:</i> Music Theatre International	Fjords 3/4 (Level 2)
8:00 a.m.–5:30 p.m.	REGISTRATION	Denmark Commons (Level 3)
8:30 a.m.–9:45 a.m.	GENERAL SESSION: PLENARY BUSINESS MEETING Call to Order Determination of a Quorum Welcome to Members and Guests 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 Proposed <i>Handbook</i> Revisions Election Report of the President Appreciation New Business Adjournment	Scandinavian 4 (Level 3)
10:00 a.m.–12:30 p.m.	ARTFUL LEADERSHIP Last year attendees considered and discussed the topic of leadership, specifically the necessity for leaders to assimilate knowledge, skills, attributes, sensibilities, and curiosities in ways that result in approaches that ensure long-term continuity and success. Today we continue this discussion during a working session. Our presenter today will address the topic of “artful leadership” and in doing so, frame the context for our discussion. Following the presentation, attendees will consider in small groups and together some of the realities faced by theatre administrators today, and how the artful leader might approach each. First, attendees will consider issues such as: the ongoing and ever-present need to support and promote education and study in theatre as critical components of campus life, the life of a community, and the lives of our citizens; dwindling resources and the impact such conditions have on the ability of the academy to sustain theatre training programs; the need for theatre units to remain relevant and be able to adapt to change; the importance of maintaining at the forefront a culture of and focus on intellectual curiosity; and the unwavering necessity to design and offer to students curricular programs that not only develop deep expertise, but challenge them to reach beyond any limits they may encounter. Second, attendees will consider ways to not only involve the faculty but to utilize the collective expertise and wisdom of the faculty to advance the priorities of the theatre unit as related to its mission. How can we assist faculty to overcome the fear of change, to step beyond the known, which is safe for the moment, to the unknown, which can lead to new possibilities? How do we assist the faculty to engage, assume ownership, sustain forward motion? Attendees will consider ways to tap into the vast resources which reside within the collective faculty. Third, attendees will consider the future, in particular how administrators can prepare and plan for it, anticipate it, and be ready to embrace it and the challenges and opportunities it will bring. How do we build a team of individuals that is not only devoted to the mission of the unit but actively involved in the promotion of and attention to its goals and objectives? How do we together diagnose and address issues and concerns? How do we ensure that our efforts support and	Scandinavian 3 (Level 3)

Friday, March 29 (Continued)

- 10:00 a.m.–12:30 p.m. **ARTFUL LEADERSHIP (Continued)** **Scandinavian 3 (Level 3)**
- dovetail with those of the institution as a whole? Attendees will consider ways to develop and build spaces that promote, support, embrace, and enable the critical thinking necessary to exist if such issues are to be addressed with success.
- Facilitator:* Mark A. Heckler, Valparaiso University
Moderator: Holly Logue, Kean University
- 12:30 p.m.–1:45 p.m. **LUNCHEON FOR THE ASSOCIATION** **Fjords 3/4 (Level 2)**
- Speaker:* Jack Reuler, Artistic Director, Mixed Blood Theatre
Moderator: Jim Hunter, University of South Carolina
- 2:00 p.m.–3:00 p.m. **ROUNDTABLES**
- Roundtable discussion sessions offer to participants from institutions of similar size and type the opportunity to examine and reflect upon issues of shared interest and concern. Attendees are asked to consider in advance topics of importance, to frame the issues related to the topics, and to come prepared to share with colleagues thoughts, ideas, and concerns. Participants will be asked to think deeply about and discuss in detail the issues and ideas presented. Rather than discussing in brief a multitude of topics, attendees may wish to explore extensively several of the most salient issues. Topics for discussion may be informed by the focus of the sessions included in this year's Annual Meeting program.
- Roundtable #1: Non-Degree-Granting (All)** **Norway 1 (Level 3)**
- Moderator:* Michael Grenham, Stella Adler Studio of Acting
Recorder: Paul J. Florek, NAST National Office
- Roundtable #2: Associate/Baccalaureate Degrees
Total Major Enrollment 1-50** **Scandinavian 2 (Level 3)**
- Moderator:* Robert Ball, University of the Incarnate Word
Recorder: Yslan Hicks, University of Arkansas at Little Rock
- Roundtable #3: Associate/Baccalaureate Degrees
Total Major Enrollment 51-100** **Scandinavian 3 (Level 3)**
- Moderator:* Brian Jones, Indiana University of Pennsylvania
Recorder: Ann R. Emo, Buffalo State, State University of New York
- Roundtable #4: Associate/Baccalaureate Degrees
Total Major Enrollment 101+** **Scandinavian 1 (Level 3)**
- Moderator:* Mark E. Lococo, Loyola University Chicago
Recorder: Jayme Host, East Carolina University
- Roundtable #5: Master's Degrees
Total Major Enrollment 1-200** **Scandinavian 4 (Level 3)**
- Moderator:* Elisabeth Hostetter, Rowan University
Recorder: Carla Noack, University of Missouri, Kansas City
- Roundtable #6: Master's Degrees
Total Major Enrollment 201+** **Norway 3 (Level 3)**
- Moderator:* David Grapes II, University of Northern Colorado
Recorder: Randy Mugleston, Montclair State University
- Roundtable #7: Doctoral Degrees** **Norway 2 (Level 3)**
- Moderator:* Janet Parrott, Ohio State University
Recorder: Brian Kite, University of California, Los Angeles

Friday, March 29 (Continued)

3:15 p.m.–4:30 p.m. **CURRICULUM DESIGN: THE UNDERGRADUATE DEGREE** **Scandinavian 4 (Level 3)**

From time to time, and for a variety of reasons, theatre units may decide to undertake the complex task of designing new undergraduate degree programs. There are many issues that must be considered, such as the existing mission of the institution and theatre unit, how the degree will dovetail with and support these missions, the students to be served, the coursework necessary to develop desired competencies, the availability of applicable faculty expertise, and the market into which students will enter. As well, resources must be considered, and consensus must be built. Only with these understandings in hand can the architecture of a degree begin to take shape.

This session will focus on the structure of undergraduate degree programs. Differences between liberal arts and professional baccalaureate degrees will be addressed, as will differences between majors, minors, and areas of emphasis. Issues that arise regarding title and content consistency will be discussed. As well, the effective use of the standards to promote and embrace creative and innovative curricular programming will be explored. A review of the *NAST Handbook* and discussion of the Council of Arts Accrediting Associations' *Achievement and Quality* resources available on the NAST website will be offered.

Presenter: Karen P. Moynahan, NAST National Office

3:15 p.m.–4:30 p.m. **ROUNDTABLE FOR COMMUNITY AND TWO-YEAR COLLEGES** **Norway 3 (Level 3)**

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.

Moderator: Michael Kim Frederick, Del Mar College

3:15 p.m.–4:30 p.m. **OPEN FORUM: HISTORICALLY BLACK INSTITUTIONS** **Norway 2 (Level 3)**

This session is designed to provide a forum where ideas and concerns of particular relevance to historically black institutions may be discussed. Attendance is open to all interested individuals. Participants may wish to give consideration to topics of interest in advance.

Moderator: Stephanie "Asabi" M. Howard, North Carolina Central University

3:15 p.m.–4:30 p.m. **ROUNDTABLE FOR NON-DEGREE-GRANTING
AND PROFESSIONAL STUDIO SCHOOLS** **Norway 1 (Level 3)**

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.

Moderator: Michael Grenham, Stella Adler Studio of Acting

4:45 p.m.–6:00 p.m. **OPEN HEARING: NAST STANDARDS CONCERNING
PURPOSES AND OPERATIONS, TWO-YEAR DEGREE-GRANTING PROGRAMS,
AND THE APPENDICES** **Scandinavian 1 (Level 3)**

NAST began a multiyear review of its accreditation standards in 2015. This hearing will take comments on the present texts concerning Purposes and Operations, Two-Year Degree-Granting Programs, and the Appendices. 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.

Moderator: Holly Logue, Kean University

Recorder: Karen P. Moynahan, NAST National Office

Friday, March 29 (Continued)

4:45 p.m.–6:00 p.m. **OPEN FORUM: NAST ACCREDITATION PROCESSES—
PROCEDURES, STANDARDS, GUIDELINES, AND PRACTICES** **Scandinavian 4 (Level 3)**

(Please note: Individuals who attend the Thursday morning session entitled “Workshop: Preparing for NAST Evaluation” may find this Open Forum helpful.)

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.

Facilitator: Paul J. Florek, NAST National Office

4:45 p.m.–6:00 p.m. **NAST ADMINISTRATIVE SUPPORT RESOURCES** **Scandinavian 2 (Level 3)**

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, and 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.

Presenter: Nora Hamme, NAST National Office

6:00 p.m.–7:00 p.m. **URTA MEETING** **Oslo Boardroom (Level 3)**

6:00 p.m.–7:00 p.m. **RECEPTION FOR THE ASSOCIATION** **Denmark Commons (Level 3)**
(Cash bar)

Saturday, March 30

7:30 a.m.–12:00 noon **REGISTRATION** **Denmark Commons (Level 3)**

7:30 a.m.–8:45 a.m. **BOARD OF DIRECTORS BREAKFAST AND SEMINAR MEETING** **Oslo Boardroom (Level 3)**
(Board of Directors members only)

9:00 a.m.–10:30 a.m. **CHOREOGRAPHING INTIMACY: THE NEW NORMAL** **Scandinavian 4 (Level 3)**

Much of what is seen on stage today has been choreographed with refined levels of detail. To enhance storytelling and create necessary illusions, actors’ movements are planned scene-by-scene, step-by-step, moment-by-moment. Such careful planning can bring a story to life; it can deepen its authenticity. It can also offer structure which clearly communicates expectations to the actors, and in doing so, ensures the safety of those on stage. Unfortunately, this same level of detail may not be employed for scenes that involve intimacy. As a result, and due to the sensitivity we place on topics such as sex and sexuality, actors have been left to their own devices with little or no guidance offered to assist them to design or work through a scene. Without proper tools, actors are often unprepared to take on such a responsibility and often ill-equipped to handle the challenges that can arise. Therefore, developing boundaries and understandings that are known and embraced by the actors in advance is paramount to ensuring the success of the play and the health and safety of the actors. Actors not only need to know safe ways to project the intimacy needed for a role, they need to have comfort in knowing that boundaries will be maintained at all times by their scene partner. What steps

Saturday, March 30 (Continued)

- 9:00 a.m.–10:30 a.m. **CHOREOGRAPHING INTIMACY: THE NEW NORMAL (Continued)** **Scandinavian 4 (Level 3)**
- must be taken to create, set, and communicate boundaries? Are concerns held by the actors sought, considered, and used to inform the boundaries? How can we ensure that all actors involved not only have a shared understanding of communicated boundaries but will abide by them? Today's presenter will explore these issues. Time for questions and discussion will be provided.
- Presenter:* Tonia Sina, Intimacy Directors International
Moderator: Catherine Weidner, Ithaca College
- 9:00 a.m.–10:30 a.m. **ANNUAL REPORTING RESPONSIBILITIES OF ACCREDITED MEMBER INSTITUTIONS** **Scandinavian 2 (Level 3)**
- 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.
- Information regarding 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, will also be provided.
- Presenter:* Nora Hamme, NAST National Office
- 9:00 a.m.–10:30 a.m. **BRIEFING FOR EVALUATORS** **Scandinavian 3 (Level 3)**
- (Please note: This session is by invitation only.)*
- 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 the *Procedures* 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 affect 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.
- Presenter:* Karen P. Moynahan, NAST National Office
- 10:45 a.m.–12:15 p.m. **STUDENT MENTAL HEALTH: BROADENING AWARENESS** **Scandinavian 4 (Level 3)**
- With alarming regularity, we are witnessing an uptick in the number of students who are facing and struggling with psychological challenges. The roots of anxiety are far reaching and can result from social, emotional, and behavioral conditions faced by students. These psychological challenges can arise in various forms and arrive with varying intensities. They can be fed by a number of conditions. Failure to land a role can undermine confidence. An inability to disengage from the storyline can create false realities. Participating in the portrayal of real-life atrocities can result in trauma. Incidents of campus violence can breed fear. Consideration of remuneration can lead to worries about long-term financial stability. As theatre administrators, we may be ill-equipped to address such issues, much less recognize when help or intervention

Saturday, March 30 (Continued)

10:45 a.m.–12:15 p.m. **STUDENT MENTAL HEALTH: BROADENING AWARENESS (Continued) Scandinavian 4 (Level 3)**

may be necessary. What are the signs of a brewing problem? What can/must be done to assist a student in need? What must be done when need is evident but not directly disclosed? Where can a student turn for help? Today's presenter will address these questions, and in doing so, strive to deepen awareness among theatre administrators, and bring to light some of the issues that are prevalent on campuses today. Time for discussion will be provided.

Presenter: Nadine J. Kaslow, Emory University

Moderator: Eric van Baars, Kent State University

10:45 a.m.–12:15 p.m. **CREATING COGENT COMMISSION COMMUNICATIONS Scandinavian 3 (Level 3)**

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.

Presenters: David Z. Saltz, University of Georgia

Paul A. Steger, Virginia Tech

Staff Resource: Kyle Dobbeck, NAST National Office

10:45 a.m.–12:15 p.m. **BRIEFING: FEDERAL ISSUES FOR THEATRE ADMINISTRATORS Scandinavian 2 (Level 3)**

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 J. Florek, NAST National Office

12:15 p.m. **ADJOURNMENT OF THE 54TH NAST ANNUAL MEETING**

**NATIONAL ASSOCIATION OF SCHOOLS OF THEATRE
Fifty-Fifth Annual Meeting
March 25–28, 2020
Hyatt Regency Baltimore Inner Harbor
Baltimore, Maryland**

54th Annual Meeting

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