

NATIONAL ASSOCIATION OF SCHOOLS OF THEATRE

Fifty-Eighth Annual Meeting

and

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

Program

**Hyatt Regency St. Louis at The Arch
St. Louis, Missouri**

March 15 – 18, 2023

National Association of Schools of Theatre

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March 15, 2023

Dear Attendees:

Welcome to St. Louis and the NAST Annual Meeting and Retreat for Administrators of Theatre Programs in Higher Education. We are pleased you could join us for this 58th Annual Meeting and Retreat. We have a content-rich program planned and look forward to your participation.

If you are a first-time attendee of the NAST Annual Meeting, thank you for coming and joining a special group of colleagues. I hope you will participate in the conference as if you had been a member for many years.

To assist us all in getting to know first-time attendees, please note that the badges worn by these individuals will be marked with an asterisk. Please make first-time attendees feel welcome. A blue dot on a name badge designates a member of the NAST Board of Directors.

The NAST Annual Meeting and Retreat for Administrators of Theatre Programs in Higher Education is a valuable time to make connections across the whole field and gain a deepened understanding of the unique role that our institutions play. The collective expertise, experience, and dedication of those gathered here for these few days represent a tremendous resource for all of us.

Please remember that NAST is a service-oriented organization that exists to help institutions, program administrators, and faculties do their best work. If there is any way the Association can assist you while you are at this conference or after you have returned home, we hope you will not hesitate to ask.

Please accept my best wishes for a successful meeting.

Sincerely,

A handwritten signature in black ink, appearing to read 'Jim Hunter', with a long horizontal flourish extending to the right.

Jim Hunter
President

JH:jp

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NATIONAL ASSOCIATION OF SCHOOLS OF THEATRE

58th Annual Meeting

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Retreat for Administrators of Theatre Programs in Higher Education

March 15 – 18, 2023

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 15

8:00 a.m. – 6:00 p.m. **REGISTRATION** **Regency Foyer (2nd Floor)**

9:00 a.m. – 5:00 p.m. **COMMISSION ON ACCREDITATION** *(Continued)* **Gateway West (18th Floor)**
(Commission members only)

9:00 a.m. – 4:00 p.m. **PRE-MEETING WORKSHOP FOR NEW AND ASPIRING
THEATRE ADMINISTRATORS IN HIGHER EDUCATION** **Grand AB (4th Floor)**

This workshop has been designed to address several of the most important areas of concern for new and aspiring administrators. Each segment will involve a basic briefing on a designated topic, followed by ample opportunity for interaction and discussion. The content will focus on principles and approaches applicable to all types of institutions.

9:00 a.m. – 9:10 a.m. **Introduction and Orientation**

Moderator: Joan Herrington, Western Michigan University

9:10 a.m. – 9:15 a.m. **Welcome from the President of NAST**

Jim Hunter, University of South Carolina

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: David Young, Western Kentucky University

Wednesday, March 15 (Continued)

9:00 a.m. – 4:00 p.m. **PRE-MEETING WORKSHOP FOR NEW AND ASPIRING** **Grand AB (4th Floor)**
THEATRE ADMINISTRATORS IN HIGHER EDUCATION (Continued)

10:15 a.m. – 11:00 a.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 effective and welcoming environments and promoting healthy and productive relationships among faculty. Broad conversation regarding the issues should result in an abundance of ideas, which may assist administrators to address their own specific institutional challenges. Time for open discussion will be provided.

Presenter: Mark Shanda, University of Kentucky

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 presents 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 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: Joan Herrington, Western Michigan University

12:00 noon – 1:00 p.m. **Box Lunch and Open Discussion** **Regency B (2nd Floor)**
for New and Seasoned Administrators

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

Wednesday, March 15 (Continued)

- 9:00 a.m. – 4:00 p.m. **PRE-MEETING WORKSHOP FOR NEW AND ASPIRING THEATRE ADMINISTRATORS IN HIGHER EDUCATION (Continued)** **Grand AB (4th Floor)**
- 1:00 p.m. – 1:45 p.m. **Goals, Planning, and Time Management (Continued)**
without spending more time than is absolutely necessary. Examples of successful ways to think about time and plan for its effective use will be presented.
Presenter: Holly Logue, Kean University
- 2:00 p.m. – 2:45 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: Daniel Gordon, Winthrop University
- 3:00 p.m. – 3:45 p.m. **Open Forum with Seasoned Administrators**
The participants of the Pre-Meeting Workshop for New and Aspiring Theatre Administrators in Higher Education will be joined by several seasoned administrators, offering the opportunity for informal discussion pertaining to topics explored during the Workshop as well as those of interest and concern to attendees. It is recommended that administrators, both new and seasoned, continue conversations beyond this session, both during, and as may be feasible, after the Annual Meeting.
Administrators: Nefertiti Burton, University of Louisville
 Michael Grenham, Stella Adler School of Acting
 Michael Monsos, University of Montana
 Linda Pisano, Indiana University
 Robyn Quick, Towson University
Moderator: Joan Herrington, Western Michigan University
- 3:45 p.m. – 4:00 p.m. **Concluding Remarks**
Moderator: Joan Herrington, Western Michigan 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 5:15 p.m.–6:15 p.m.

Wednesday, March 15 (Continued)

9:00 a.m. – 1:00 p.m. **PRE-MEETING WORKSHOP FOR SEASONED THEATRE ADMINISTRATORS IN HIGHER EDUCATION** **Sterling 6 (2nd Floor)**

9:00 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 facilitate 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; establishing, maintaining, and nurturing welcoming and inclusive cultures; 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 will 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 5:15 p.m.–6:15 p.m.

Facilitators: Wendy R. Coleman, Alabama State University
Richard Klautsch, Boise State University

12:00 noon – 1:00 p.m. **Box Lunch and Open Discussion for New and Seasoned Administrators** **Regency B (2nd Floor)**

4:15 p.m. – 5:15 p.m. **ORIENTATION FOR NEWCOMERS TO NAST** **Regency B (2nd Floor)**

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. Following the presentation, attendees will have the opportunity to pose questions and engage in discussion.

Presenter: Holly Logue, Kean University
Staff Resource: Stephen Cannistraci, NAST National Office

5:15 p.m. – 6:15 p.m. **RECEPTION FOR PRE-MEETING WORKSHOP ATTENDEES** **Regency Foyer (2nd Floor)**
(Cash bar)

All pre-meeting workshop attendees, presenters, and facilitators are invited to this informal reception, which will provide an opportunity for individuals to meet, greet, advance conversations, establish mentor/mentee connections, and cultivate valuable professional relationships with other theatre administrators. Attendees are welcome and encouraged to continue the conversations begun during the day's sessions.

5:45 p.m. – 6:00 p.m. **BOARD OF DIRECTORS NEW MEMBER ORIENTATION** **Sterling 3 (2nd Floor)**
(Board of Directors members only)

Wednesday, March 15 *(Continued)*

6:00 p.m. – 9:00 p.m. **BOARD OF DIRECTORS DINNER AND BUSINESS MEETING** **Sterling 3 (2nd Floor)**
(Board of Directors members only)

Thursday, March 16

7:30 a.m. – 6:00 p.m. **REGISTRATION** **Regency Foyer (2nd Floor)**

8:00 a.m. – 11:30 a.m. **WORKSHOP: PREPARING FOR NAST EVALUATION** **Regency A (2nd Floor)**
(Please note: A box lunch will be provided. Attendees are asked to register in advance.)

This workshop will provide information and guidance pertaining to the NAST comprehensive review 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 addressed during this nuts-and-bolts session. This session will be particularly helpful to those administrators conducting accreditation reviews during the 2023–2024 and 2024–2025 academic years. However, all interested individuals are welcome.

Presenter: Nora R. Hamme, NAST National Office

8:00 a.m. – 11:30 a.m. **WORKSHOP FOR VISITING EVALUATORS** **Sterling 3 (2nd Floor)**
(Please note: This workshop is by invitation only. Individuals interested in becoming NAST evaluators are encouraged to contact the National Office staff.)

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. Participants will discuss expectations with regard to the NAST peer review initiative, including the invitation process, how to schedule a visit, how to prepare for and conduct an effective visit, the important role the Self-Study plays in the evaluative process, how to craft a Visitors' Report, and good practices as they pertain to the activities and responsibilities of evaluative team members. A detailed overview of the *Handbook* and its constituent parts will be presented, including a discussion of standards and guidelines and their application to applicant institutions. Attendees will have the opportunity, using case study materials, to consider various scenarios that may arise during on-site reviews.

Facilitators: Kristin Sosnowsky, Louisiana State University
 DeAnna Toten Beard, Baylor University

Staff Resource: Stacy R. Fletcher, NAST National Office

8:00 a.m. – 11:30 a.m. **WORKSHOP FOR EXPERIENCED EVALUATORS** **Sterling 6 (2nd Floor)**
(Please note: This workshop is by invitation only. Individuals interested in becoming NAST evaluators are encouraged to contact the National Office staff.)

This annual workshop will provide support and information to theatre administrators who have been trained previously as NAST evaluators and who have served as

Thursday, March 16 (Continued)

8:00 a.m. – 11:30 a.m. **WORKSHOP FOR EXPERIENCED EVALUATORS (Continued)** **Sterling 6 (2nd Floor)**

members of visitation teams. The role and responsibilities of the visiting team chair will be discussed in detail and as it relates to expectations pertaining to the review of Self-Studies, the conduct of on-site visits, working with team members, and the writing of Visitors' Reports. Attendees will have the opportunity, using case study materials, to consider various scenarios that may arise during on-site reviews.

Facilitators: Shelly Elman, University of West Georgia
 Kevin Paul Hofeditz, Southern Methodist University
Staff Resource: Stacy R. Fletcher, NAST National Office

11:30 a.m. – 12:30 p.m. **BOX LUNCH FOR PARTICIPANTS FROM EVALUATOR WORKSHOPS** **Sterling 9 (2nd Floor)**

(Please note: This is a combined lunch for participants in the Workshop for Visiting Evaluators and Workshop for Experienced Evaluators.)

11:45 a.m. – 12:15 p.m. **BRIEFING FOR FACILITATORS, MODERATORS, AND RECORDERS** **Sterling 2 (2nd Floor)**

This briefing will offer instructions, expectations, and helpful hints to individuals who have been asked and have agreed to serve as session facilitators, moderators, and recorders. All facilitators, moderators, and recorders should plan to attend this briefing. An opportunity for questions and discussion will be provided.

Facilitator: David Young, Western Kentucky University
Staff Resource: Stacy R. Fletcher, NAST National Office

1:00 p.m. – 2:15 p.m. **GENERAL SESSION: PLENARY BUSINESS MEETING** **Regency CD (2nd Floor)**

(Voting representatives of member institutions are asked to sit behind their institution's place card. Non-voting representatives and guests may be seated in unmarked rows.)

Call to Order
Determination of 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 *Handbook* Revisions
Election
Report of the President
Appreciation
New Business
Adjournment

Thursday, March 16 (Continued)

2:30 p.m. – 3:45 p.m.

**KEYNOTE DISCUSSION: THE CHANGING NATURE
OF THE THEATRE INDUSTRY AND ITS IMPACT
ON THE POST-SECONDARY EDUCATION AND TRAINING OF THEATRE STUDENTS**

Regency CD (2nd Floor)

Substantial changes have occurred in the theatre industry during the past several years, many of which have been informed by a number of issues, including but not limited to social and cultural influences, technological developments and advancements, working conditions and workforce needs, audience propensities pertaining to attendance and engagement, resource availability, and in large part, the ongoing and developing nature of theatre as an artform. Noting the important role theatre plays as a powerful conduit for communication and connection through means such as storytelling and the establishment of communities, understanding the impact these unfolding conditions are having and will have on the education and training of theatre students has become of particular importance to institutions offering collegiate study in theatre. Today's keynote panel will explore aspects of the theatre industry, its changing nature, and how these changes will impact students entering the profession. The presenters will share thoughts, ideas, and practices which may serve to frame what students entering the industry should be prepared to do and how the academy might best prepare students for entry. Considerable focus will be devoted to pedagogical and curricular initiatives and approaches that will enable students not only to develop discipline-specific expertise, but to use this expertise to advance the artform and shape the dialogue within the industry. This session will provide an opportunity for attendees to explore and consider options and approaches such as curricular programming, academic experiences, and external opportunities and partnerships that enable students to begin to establish connections within the industry they will enter upon graduation.

Panelists: Raymond Bobgan, Cleveland Public Theatre
Rick Dildine, Alabama Shakespeare Festival
Ron Himes, The Black Rep

Moderator: Jim Hunter, University of South Carolina

4:00 p.m. – 5:15 p.m.

**FOCUSED ROUNDTABLE DISCUSSIONS ASSIGNED BY SIZE
AND TYPE OF INSTITUTION**

These focused roundtable discussions serve as a forum for individuals from institutions of similar size and type to discuss and advance in further detail concepts and issues raised and explored during the Keynote Discussion. Participants are asked to think deeply about and discuss in detail the issues and ideas presented. Rather than discussing in brief a multitude of issues, attendees may wish to explore extensively several of the most salient topics.

**Roundtable #1: Private Institutions
Total Major Enrollment: 1-80**

Sterling 2 (2nd Floor)

Moderator: Michelle Bombe, Hope College
Recorder: Mark Castle, Samford University

**Roundtable #2: Private Institutions
Total Major Enrollment: 81+**

Sterling 7 (2nd Floor)

Moderator: Becky London, The New York Conservatory for Dramatic Arts
Recorder: Steve TenEyck, Ithaca College

Thursday, March 16 (Continued)

- 4:00 p.m. – 5:15 p.m. **FOCUSED ROUNDTABLE DISCUSSIONS ASSIGNED BY SIZE AND TYPE OF INSTITUTION (Continued)**
- Roundtable #3: Public Institutions** **Sterling 6 (2nd Floor)**
Total Major Enrollment: 1-50
- Moderator:* Ronda Scarrow, Longwood University
Recorder: Shauna C. Meador, University of Central Arkansas
- Roundtable #4: Public Institutions** **Regency F (2nd Floor)**
Total Major Enrollment: 51-80
- Moderator:* Michele Pagen, Pennsylvania Western University of Pennsylvania
Recorder: Tara Young, Idaho State University
- Roundtable #5: Public Institutions** **Regency A (2nd Floor)**
Total Major Enrollment: 81-120
- Moderator:* Gregg C. Lloyd, Christopher Newport University
Recorder: Jacob Welch, Metropolitan State University of Denver
- Roundtable #6: Public Institutions** **Regency B (2nd Floor)**
Total Major Enrollment: 121-200
- Moderator:* Jacob Allen, University of Memphis
Recorder: Peter J. Carpenter, University of Florida
- Roundtable #7: Public Institutions** **Regency E (2nd Floor)**
Total Major Enrollment: 201+
- Moderator:* J. Ed Araiza, University of California, Los Angeles
Recorder: Mary Beth Easley, University of Iowa
- 5:15 p.m. – 6:30 p.m. **PRESIDENT'S RECEPTION FOR THE ASSOCIATION** **Regency Foyer (2nd Floor)**
(Cash bar)
- This reception offers an opportunity for attendees to gather in community, establish connections with individuals new to theatre administration, and rekindle and advance existing professional relationships. The President of the Association will offer a greeting and will introduce the members of the NAST Board of Directors.
- 6:30 p.m. – 9:00 p.m. **BOARD OF DIRECTORS DINNER AND SEMINAR MEETING** **Sterling 3 (2nd Floor)**
(Board of Directors members only)

Friday, March 17

- 7:30 a.m. – 8:45 a.m. **CONTINENTAL BREAKFAST FOR THE ASSOCIATION** **Regency EF (2nd Floor)**
Hosted by: Music Theatre International
- 7:30 a.m. – 6:00 p.m. **REGISTRATION** **Regency Foyer (2nd Floor)**

Friday, March 17 (Continued)

8:45 a.m. – 9:45 a.m.

**THE FOURTH INDUSTRIAL REVOLUTION:
ENHANCING THE THEATRE EXPERIENCE**

Regency CD (2nd Floor)

In 2016, Klaus Schwab, Founder and Executive Chairman of the World Economic Forum, first introduced the concept of the Fourth Industrial Revolution, “characterized by a range of new technologies that are fusing the physical, digital, and biological worlds, impacting all disciplines, economies and industries, and even challenging ideas about what it means to be human.” There is no question that technologies grew more necessary and influential during the pandemic, as theatre administrators searched for approaches that would enable them to continue without pause the education and training of students enrolled in theatre study. Although compromising the notion of “liveness” that is characteristic of theatre arts, current technologies were used to communicate, deliver theatre classes, conduct rehearsals, and present performances. Today’s session will offer to attendees the ability and opportunity to look back, informed by what has been learned, and to consider theatre practices employed during the pandemic that continue to serve the field well and therefore should be maintained, those holding promise but in need of refinement, and those whose useful lives have come to an end and therefore should be retired. In addition, noting that many students enter the collegiate arena with highly proficient tech-savvy backgrounds—a condition resulting from having grown up in a digital world—consideration will be given to how collegiate theatre programs can advance student expertise given the ever-changing nature and relevance of technologies.

Presenters: Ann M. Haugo, Illinois State University
Ah-Jeong Kim, California State University, Northridge
Moderator: Randal Blades, Jacksonville State University

10:00 a.m. – 11:00 a.m.

**RESPONSIBILITY-CENTERED MANAGEMENT (RCM):
PROS, CONS, AND CONSIDERATIONS**

Regency CD (2nd Floor)

Institutions, at a growing rate, are either considering or implementing the RCM budget model—an incentive-based approach to budgeting that enables institutions to align budget allocations with specific institutional goals and objectives, decentralize budget authority, and increase transparency. The RCM budget model can be employed for various reasons—as examples, to create competition between and among departments/units, to grow specific aspects of theatre units, and to assist to evaluate the allocation and use of resources. Today’s presenters will provide a primer that outlines the RCM budget model and its features, as well as its implications for theatre units. Participants will consider the advantages and disadvantages of the RCM budget model and will explore ways in which to use this budget model to be best effective for the theatre unit and their operations. Time for questions and discussion will be provided.

Presenters: Kelly Allison, University of Alabama at Birmingham
Tony Hardin, Kent State University
Linda Pisano, Indiana University
Moderator: Cynthia Croot, University of Pittsburgh

Friday, March 17 (Continued)

11:15 a.m. – 12:15 p.m. **ACADEMIC SEARCHES AND HIRING IN THE 21ST CENTURY** **Regency CD (2nd Floor)**

Faculty members can and often do have an indelible and long-lasting impact on the character and work of an institution. In the case of theatre units, the collective experience and backgrounds of faculty members shape not only the unit's culture, but its "personality" as well, for years to come. Therefore, it is imperative for theatre administrators to give careful and thoughtful consideration to hiring practices and procedures, ensuring that established approaches result in hires that support and align with institutional mission, goals, and objectives. This includes, for example, consideration of the balance between size and scope, the curricular offerings currently in place and those anticipated, and the current makeup of the faculty and its ability to serve and support the needs of current students and those anticipated. Policies and expectations should be shared with new faculty members upon hiring. Opportunities and experiences which ensure the cohesiveness of the faculty should be offered with regularity. Attendees will consider these issues, as well as those that result in outcomes that introduce and engage new perspectives and broaden the depth and breadth of the faculty. The presenters will share good practices and explore with attendees approaches that may improve and strengthen hiring processes.

Presenters: Steven J. Peters, University of Montevallo
Kristin Sosnowsky, Louisiana State University
Tamiko Washington, Chapman University
Moderator: Karen Brewster, East Tennessee State University

12:15 p.m. – 1:45 p.m. **LUNCHEON FOR THE ASSOCIATION:
THEATRE IN ST. LOUIS** **Regency EF (2nd Floor)**

Speakers: Andrew S. Kuhlman, STAGES St. Louis
Gayle Seay, STAGES St. Louis
Moderator: Jim Hunter, University of South Carolina

2:00 p.m. – 3:00 p.m. **ARTS AND WELLNESS: THE THEATRE UNIT AS CATALYST** **Regency CD (2nd Floor)**

Health and wellness continue to be important issues with which students, faculty, and administrators within the theatre unit must contend. Pressures faced by arts students and educators abound. In many cases, health stressors arise due to the personal and reflective nature of the arts, as well as the interweaving of emotional intelligence and passionate creativity that thrives in arts-related disciplines. At the same time, it is these same characteristics (i.e., creativity, empathy, reflection, and emotional awareness) that can be employed to channel efforts in new directions and promote lifestyles which foster mental and physical health and wellness, both individually and in community. Accomplishments realized by the theatre unit may assist to promote wellness through engagement with other departments across campus. This session will provide a positive perspective exploring how the arts, and in particular, theatre arts, can be used to promote general health and wellness. This presentation will thus focus on the role arts disciplines can play as catalysts in the promotion of individual, organizational, and community well-being. Time for questions and discussion will be provided.

Presenters: Andrew Davis, University of Houston
Robert Shimko, University of Houston
Moderator: Mark J. Charney, Texas Tech University

Friday, March 17 (Continued)

3:15 p.m. – 4:15 p.m.

BELONGING IN THE CLASSROOM

Regency CD (2nd Floor)

Effective teaching and learning can take place only when existing barriers that prevent healthy engagement are removed. In today's session, attendees will consider what we as leaders of theatre programs can do to ensure that our institutions remain as places where mutual respect, belonging, and empowerment are supported and allowed to flourish. Consideration will be given to how theatre administrators can develop in themselves, and in their colleagues and students, abilities that enable them to: wisely and responsively manage issues such as bias and inequity in the classroom, studio, and rehearsal hall; implement proportional and consistent responses which result in formative behavioral change as may be necessary; empower faculty and staff members to implement practices that will create inclusive learning and working environments that allow each individual to engage and grow; communicate to employees at every touch point—the interview stage, hiring, orientation, evaluation—expectations in this regard; and develop and normalize a culture of belonging, respect, and support for everyone regardless of their place in the institutional hierarchy. Participants will be encouraged to explore and share practices which will assist them to consider their own assumptions and expand the resources at hand which will enable them to continue the difficult but rewarding process of building and nurturing environments that value and celebrate all perspectives.

Presenter: Nicole Robinson, Cultural Connections by Design

Moderator: E. J. Westlake, Ohio State University

4:30 p.m. – 5:30 p.m.

FOCUSED ROUNDTABLE DISCUSSIONS BY TOPIC

These focused roundtable discussions serve as a forum for individuals to examine and reflect upon topics of shared interest and concern, as related to the issues raised in each of the preceding five sessions. Attendees are asked to consider and frame issues prior to arrival in St. Louis, coming prepared to share with colleagues thoughts, ideas, and concerns. Rather than discussing in brief a multitude of issues, attendees may wish to explore in depth several of the most salient topics.

Roundtable #1: The Fourth Industrial Revolution: Enhancing the Theatre Experience

Regency A (2nd Floor)

Moderators: Ann M. Haugo, Illinois State University

Ah-Jeong Kim, California State University, Northridge

Recorder: Randal Blades, Jacksonville State University

Roundtable #2: Responsibility-Centered Management (RCM): Pros, Cons, and Considerations

Sterling 6 (2nd Floor)

Moderators: Kelly Allison, University of Alabama at Birmingham

Tony Hardin, Kent State University

Linda Pisano, Indiana University

Recorder: Cynthia Croot, University of Pittsburgh

Roundtable #3: Academic Searches and Hiring in the 21st Century

Regency B (2nd Floor)

Moderators: Steven J. Peters, University of Montevallo

Kristin Sosnowsky, Louisiana State University

Tamiko Washington, Chapman University

Recorder: Karen Brewster, East Tennessee State University

Friday, March 17 (Continued)

- 4:30 p.m. – 5:30 p.m. **FOCUSED ROUNDTABLE DISCUSSIONS BY TOPIC** (Continued)
- Roundtable #4: Arts and Wellness: The Theatre Unit as Catalyst** **Sterling 3 (2nd Floor)**
- Moderators:* Andrew Davis, University of Houston
Robert Shimko, University of Houston
- Recorder:* Mark J. Charney, Texas Tech University
- Roundtable #5: Belonging in the Classroom** **Sterling 9 (2nd Floor)**
- Moderator:* Nicole Robinson, Cultural Connections by Design
- Recorder:* E. J. Westlake, Ohio State University
- 5:30 p.m. – 6:30 p.m. **RECEPTION FOR THE ASSOCIATION** **Regency Foyer (2nd Floor)**
(Cash bar)
- 6:00 p.m. – 7:00 p.m. **URTA MEETING** **Sterling 7 (2nd Floor)**

Saturday, March 18

- 7:30 a.m. – 12:45 p.m. **REGISTRATION** **Regency Foyer (2nd Floor)**
- 7:30 a.m. – 8:30 a.m. **BOARD OF DIRECTORS BREAKFAST AND SEMINAR MEETING** **Sterling 3 (2nd Floor)**
(Board of Directors members only)
- 8:30 a.m. – 9:45 a.m. **BRIEFING FOR EVALUATORS** **Regency C (2nd Floor)**
(Please note: This briefing is by invitation only. Individuals interested in becoming NAST evaluators are encouraged to contact the National Office staff.)
- 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
- 8:30 a.m. – 9:45 a.m. **COMMUNICATING WITH THE COMMISSION:** **Regency D (2nd Floor)**
CREATING EFFECTIVE WRITTEN ACCREDITATION MATERIALS
- 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 compliance, 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

Saturday, March 18 (Continued)

- 8:30 a.m. – 9:45 a.m. **COMMUNICATING WITH THE COMMISSION:
CREATING EFFECTIVE WRITTEN ACCREDITATION MATERIALS
(Continued)** **Regency D (2nd Floor)**
- suggestions will be provided for attendees in the process of, or planning to, develop materials for Commission review.
- Presenters:* Richard Klautsch, Boise State University
 David Young, Western Kentucky University
- Staff Resource:* Nora R. Hamme, NAST National Office
- 8:30 a.m. – 9:45 a.m. **THE NATURE OF CURRICULAR INNOVATION** **Regency A (2nd Floor)**
- A great deal of discussion today is focused on the necessity for institutions to innovate, in particular, to offer “innovative” curricular programs. Unfortunately, and similar to other terms that have entered the higher education lexicon over the years, the definition of innovation as it applies to curricular programs is broad, and therefore, vague. What makes a curricular program innovative—new subject-matter content, new approaches, a new discipline; the replacement of existing content; the retooling of an existing program? Can a time-honored traditional program be considered innovative? What about existing content delivered through new or various modes of delivery? A case could be made to describe each as “innovative.” Attendees will consider innovation in terms of relevance, taking into account the desires and needs of students entering the academy who are drawn by programs that pique their curiosity and interest, the pressures from parents who are interested in the perceived earning power and employability of their children, and demands of the marketplace that will dictate to students entering the profession the skills and knowledge required.
- Presenters:* Megan Elliott, University of Nebraska – Lincoln
 Mikhael Tara Garver, 13Exp
- Moderator:* Brian Swanson, Southern Utah University
- 8:30 a.m. – 9:45 a.m. **OPEN FORUM: NAST ACCREDITATION PROCESSES—
PROCEDURES, STANDARDS, GUIDELINES, AND PRACTICES** **Regency B (2nd Floor)**
- (Please note: Individuals who attended 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 should focus on general, rather than specific, institutional issues. All meeting attendees are welcome.
- Facilitator:* Stacy R. Fletcher, NAST National Office
- 10:00 a.m. – 11:15 a.m. **BRIEFING: FEDERAL ISSUES FOR THEATRE ADMINISTRATORS** **Regency B (2nd Floor)**
- 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

Saturday, March 18 (Continued)

10:00 a.m. – 11:15 a.m. **BRIEFING: FEDERAL ISSUES FOR THEATRE ADMINISTRATORS** **Regency B (2nd Floor)**
(Continued)

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: Stacy R. Fletcher, NAST National Office

10:00 a.m. – 11:15 a.m. **CURRICULUM DESIGN: THE UNDERGRADUATE DEGREE** **Regency C (2nd Floor)**

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

10:00 a.m. – 11:15 a.m. **NAST RESOURCES AND RESPONSIBILITIES:** **Regency D (2nd Floor)**
ADMINISTRATIVE SUPPORT SERVICES AND
ANNUAL REPORTING REQUIREMENTS

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; communicating with others; and 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.

In addition to the resources described above, member institutions are served by the information provided in reports required to be submitted to NAST on an annual basis. This session will outline 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

Saturday, March 18 (Continued)

10:00 a.m. – 11:15 a.m. **NAST RESOURCES AND RESPONSIBILITIES:
ADMINISTRATIVE SUPPORT SERVICES AND
ANNUAL REPORTING REQUIREMENTS (Continued)** **Regency D (2nd Floor)**

HEADS Data Survey. A section-by-section overview of the HEADS Data Survey will explain in detail the Survey submission process, types of data collected, collection mechanisms, and presentation of collected data. Information regarding statistics available from the HEADS Project, the HEADS data navigable dashboards, and potential uses for HEADS data in local policy discussions and administrative planning, will also be provided.

Presenter: Nora R. Hamme, NAST National Office

10:00 a.m. – 11:15 a.m. **OPEN FORUM: THE THEATRE DISCIPLINE
AND ITS NAMING CONVENTIONS** **Regency A (2nd Floor)**

This session is designed to provide a forum where ideas and concerns regarding the theatre discipline and its naming conventions may be discussed. Attendance is open to all interested individuals.

Moderators: Kenneth J. Martin, University of Tennessee
Michael J. Riha, University of Arkansas

Recorder: Daniel Gordon, Winthrop University

11:30 a.m. – 12:45 p.m. **OPEN FORUM: HISTORICALLY BLACK INSTITUTIONS** **Sterling 3 (2nd Floor)**

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 thought in advance to topics of interest they wish to explore.

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

11:30 a.m. – 12:45 p.m. **ROUNDTABLE FOR COMMUNITY AND TWO-YEAR COLLEGES** **Sterling 9 (2nd Floor)**

This session will provide attendees with an opportunity to pose specific issues and questions for consideration by the entire group. Attendance is open to all interested individuals. Participants may wish to give thought in advance to topics of interest they wish to explore.

Moderator: Andrew Nogasky, Snow College

11:30 a.m. – 12:45 p.m. **ROUNDTABLE FOR NON-DEGREE-GRANTING
AND PROFESSIONAL STUDIO SCHOOLS** **Regency A (2nd Floor)**

This session will provide attendees with an opportunity to pose specific issues and questions for consideration by the entire group. Attendance is open to all interested individuals. Participants may wish to give thought in advance to topics of interest they wish to explore.

Moderator: Jeanne Slater, Circle in the Square Theatre School

11:30 a.m. – 12:45 p.m. **ROUNDTABLE FOR FAITH-BASED INSTITUTIONS** **Regency B (2nd Floor)**

This session will provide attendees with an opportunity to pose specific issues and questions for consideration by the entire group. Attendance is open to all interested

Saturday, March 18 *(Continued)*

11:30 a.m. – 12:45 p.m. **ROUNDTABLE FOR FAITH-BASED INSTITUTIONS**
(Continued)

Regency B (2nd Floor)

individuals. Participants may wish to give thought in advance to topics of interest they wish to explore.

Moderator: Scott Malia, College of the Holy Cross

12:45 p.m.

**ADJOURNMENT OF THE 58TH NAST ANNUAL MEETING AND RETREAT
FOR ADMINISTRATORS OF THEATRE PROGRAMS IN HIGHER EDUCATION**

**NATIONAL ASSOCIATION OF SCHOOLS OF THEATRE
Fifty-Ninth Annual Meeting and Retreat
for Administrators of Theatre Programs in
Higher Education
March 27 – 30, 2024
Minneapolis Marriott City Center
Minneapolis, Minnesota**

Fifty-Eighth Annual Meeting

NATIONAL ASSOCIATION OF SCHOOLS OF THEATRE

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