

NATIONAL ASSOCIATION OF SCHOOLS OF THEATRE

Fifty-Ninth Annual Meeting

and

Retreat for Administrators of Theatre Programs in Higher Education

Program

**Minneapolis Marriott City Center
Minneapolis, Minnesota**

March 27 – 30, 2024

National Association of Schools of Theatre

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March 27, 2024

Dear Attendees:

Welcome to Minneapolis and the NAST Annual Meeting and Retreat for Administrators of Theatre Programs in Higher Education. We are pleased you could join us for this 59th 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 colored 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,



DeAnna Toten Beard
President

NATIONAL ASSOCIATION OF SCHOOLS OF THEATRE

59th Annual Meeting

and

Retreat for Administrators of Theatre Programs in Higher Education

March 27 – 30, 2024

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NATIONAL ASSOCIATION OF SCHOOLS OF THEATRE
59th Annual Meeting
and
Retreat for Administrators of Theatre Programs in Higher Education

March 27 – 30, 2024

Commission Activities

PLEASE NOTE:

- *These sessions are for Commission on Accreditation members only.*

Saturday, March 23, 2024

12:00 noon	MATERIALS AVAILABLE	Spring Park Bay (8th FL)
1:30 p.m. – 3:00 p.m.	NEW MEMBER BRIEFING	Spring Park Bay (8th FL)
3:00 p.m. – 5:00 p.m.	COMMISSION ON ACCREDITATION	Spring Park Bay (8th FL)

Sunday, March 24, 2024

9:00 a.m. – 5:00 p.m.	COMMISSION ON ACCREDITATION	Spring Park Bay (8th FL)
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Monday, March 25, 2024

9:00 a.m. – 5:00 p.m.	COMMISSION ON ACCREDITATION	Spring Park Bay (8th FL)
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Tuesday, March 26, 2024

9:00 a.m. – 5:00 p.m.	COMMISSION ON ACCREDITATION	Spring Park Bay (8th FL)
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Wednesday, March 27, 2024

9:00 a.m. – 5:00 p.m.	COMMISSION ON ACCREDITATION	Spring Park Bay (8th FL)
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NATIONAL ASSOCIATION OF SCHOOLS OF THEATRE

59th Annual Meeting

and

Retreat for Administrators of Theatre Programs in Higher Education

March 27 – 30, 2024

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	St. Croix I (6 th FL)
9:00 a.m. – 5:00 p.m.	COMMISSION ON ACCREDITATION <i>(Commission members only)</i>	Spring Park Bay (8 th FL)
9:00 a.m. – 4:00 p.m.	PRE-MEETING WORKSHOP FOR NEW AND ASPIRING THEATRE ADMINISTRATORS IN HIGHER EDUCATION	Gray's Bay (8 th FL)

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**

DeAnna Toten Beard, Baylor 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: Mark J. Charney, Texas Tech University

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

Wednesday, March 27 (Continued)

9:00 a.m. – 4:00 p.m. **PRE-MEETING WORKSHOP FOR NEW AND ASPIRING
THEATRE ADMINISTRATORS IN HIGHER EDUCATION** **Gray's Bay (8th FL)**
(Continued)

10:15 a.m. – 11:00 a.m. **Working with Faculty (Continued)**

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** **Excelsior Bay (8th FL)**
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 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 support provided by 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

Wednesday, March 27 (Continued)

9:00 a.m. – 4:00 p.m. **PRE-MEETING WORKSHOP FOR NEW AND ASPIRING THEATRE ADMINISTRATORS IN HIGHER EDUCATION** **Gray's Bay (8th FL)**
(Continued)

2:00 p.m. – 2:45 p.m. **Working with Deans and Other Administrators (Continued)**

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: Lisa Brooks, Butler University

3:00 p.m. – 3:45 p.m. **Open Forum with Seasoned Administrators**

Participants in 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, during, and as may be feasible, after the Annual Meeting.

Administrators: Mark J. Charney, Texas Tech University
 Wendy R. Coleman, Alabama State University
 Richard Klautsch, Boise State University
 Michael Monsos, University of Montana
 Linda Pisano, Indiana University

Moderator: Joan Herrington, Western Michigan University

3:45 p.m. – 4:00 p.m. **Concluding Remarks and Adjournment**

Moderator: Joan Herrington, Western Michigan University

Participants are invited to attend the Reception for Pre-Meeting Workshop Attendees to be held from 5:15 p.m. – 6:15 p.m. in Lake Calhoun (8th FL).

9:00 a.m. – 1:00 p.m. **PRE-MEETING WORKSHOP FOR SEASONED THEATRE ADMINISTRATORS IN HIGHER EDUCATION** **Wayzata Bay (8th FL)**

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. in Lake Calhoun (8th FL).

Facilitators: Michelle Bombe, Hope College
 Jim Hunter, University of South Carolina

Wednesday, March 27 *(Continued)*

- 9:00 a.m. – 1:00 p.m. **PRE-MEETING WORKSHOP FOR SEASONED THEATRE ADMINISTRATORS IN HIGHER EDUCATION** **Wayzata Bay (8th FL)**
(Continued)
- 12:00 noon – 1:00 p.m. **Box Lunch and Open Discussion** **Excelsior Bay (8th FL)**
for New and Seasoned Administrators
- 4:15 p.m. – 5:15 p.m. **ORIENTATION FOR NEWCOMERS TO NAST** **Excelsior Bay (8th FL)**
- 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** **Lake Calhoun (8th FL)**
(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** **Lake Harriet (8th FL)**
(Board of Directors members only)
- 6:00 p.m. – 9:00 p.m. **BOARD OF DIRECTORS DINNER AND BUSINESS MEETING** **Lake Harriet (8th FL)**
(Board of Directors members only)

Thursday, March 28

- 7:30 a.m. – 6:00 p.m. **REGISTRATION** **Atrium Registration (4th FL)**
- 8:00 a.m. – 11:30 a.m. **WORKSHOP: PREPARING FOR NAST EVALUATION** **Grand Ballroom 3 (4th FL)**
(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 2024–2025 and 2025–2026 academic years. However, all interested individuals are welcome.
- Presenter:* Nora R. Hamme, NAST National Office

Thursday, March 28 (Continued)

8:00 a.m. – 11:30 a.m. **WORKSHOP FOR VISITING EVALUATORS** **Elk Lake (4th FL)**

(Please note: This workshop is by invitation only. A box lunch will be provided. 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: Karen Brewster, East Tennessee State University
 Jim Hunter, University of South Carolina
Staff Resource: Stephen Cannistraci, NAST National Office

8:00 a.m. – 11:30 a.m. **WORKSHOP FOR EXPERIENCED EVALUATORS** **Deer Lake (4th FL)**

(Please note: This workshop is by invitation only. A box lunch will be provided. 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 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
 Lawrence Larsen, University of Portland
Staff Resource: Stephen Cannistraci, NAST National Office

11:30 a.m. – 12:30 p.m. **BOX LUNCH FOR PARTICIPANTS OF EVALUATOR WORKSHOPS** **Wayzata Bay (8th FL)**

(Please note: This is a joint lunch for participants in the Workshop for Visiting Evaluators and Workshop for Experienced Evaluators. All participants are asked to attend.)

11:45 a.m. – 12:15 p.m. **BRIEFING FOR FACILITATORS, MODERATORS, AND RECORDERS** **Pine Lake (4th FL)**

This briefing will offer instructions, expectations, and helpful hints to individuals who 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 Z. Saltz, University of Georgia
Staff Resource: Stephen Cannistraci, NAST National Office

Thursday, March 28 (Continued)

12:45 p.m. – 1:45 p.m. **GENERAL SESSION: PLENARY BUSINESS MEETING** **Grand Ballroom 1-2 (4th FL)**

(Voting representatives of member institutions are asked to attend and 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

2:00 p.m. – 3:45 p.m. **GENDER AND CASTING POLICIES AND PROCEDURES:
DESIGN, IMPLEMENTATION, AND EFFECT** **Grand Ballroom 1-2 (4th FL)**

The importance of developing sensitive and informed gender and casting policies and procedures that are mission-attentive, relevant, and effective is critical to the work of both higher education theatre units and the professional theatre today. During this session, presenters will guide participants through a maze of issues, exploring along the way approaches that may assist institutions to consider how and whether there is a need to evaluate, change, enhance, etc., existing institutional classroom and production policies. Attendees will consider the interplay that exists between curricular offerings and casting decisions, and how each might affect the other. Gender and casting will also be considered in light of how each/both might influence pedagogical decisions, as well as the converse—how pedagogical choices might impact gender and casting. Attendees will be invited to delve deeply into the expertise, skills, and tools necessary for administrators and faculty to possess in order to not only address student issues, but also share wisdom enabling their students to understand the implications of decisions, including consideration of the impact gender choices may have in casting in the professional realm. Ample time for questions will be provided.

Presenters: Brad Brock, Florida State University
 Becky London, The New York Conservatory for Dramatic Arts
Moderator: David Z. Saltz, University of Georgia

2:00 p.m. – 3:45 p.m. **PREVENTING AND RESOLVING FACULTY CONFLICTS** **Grand Ballroom 4 (4th FL)**

Theatre executives face a myriad of administrative responsibilities, one of the most challenging being the management of individuals. This session will explore ways to establish and maintain a cohesive culture among faculty, which serves as a foundation to solidify and enhance working relationships, and in doing so, to minimize, if not head off, faculty conflicts. Participants will be invited to consider approaches that may assist them to address conflict through means such as productive dialogue and the implementation of personnel management strategies. The presenters will explore ideas and avenues which may be employed to address personality clashes

Thursday, March 28 (Continued)

2:00 p.m. – 3:45 p.m. **PREVENTING AND RESOLVING FACULTY CONFLICTS** **Grand Ballroom 4 (4th FL)**
(Continued)

among faculty, whether nascent or existing as protracted challenges with deep histories. Time for open dialogue will be provided.

Presenter: Linda Pisano, Indiana University

Moderator: Richard Klautsch, Boise State University

4:00 p.m. – 5:15 p.m. **FOCUSED ROUNDTABLE DISCUSSIONS BY LEVEL AND TYPE**
OF THEATRE CURRICULAR PROGRAM

These focused roundtable discussions serve as a forum for individuals to discuss and advance in further detail concepts and issues raised and explored during the preceding sessions addressing gender and casting policies and procedures, and faculty conflicts. Attendees are encouraged to share examples of good practices as well as unsuccessful outcomes, and to engage in dialogue that expands thinking and promotes ideas.

Discussion Group #1: Non-Degree-Granting Programs **Pine Lake (4th FL)**

Moderator: Laura Cromer, Lee Strasberg Theatre and Film Institute

Recorder: Michael Grenham, Stella Adler Studio of Acting

Discussion Group #2: Associate's Degree Programs **Birch Lake (4th FL)**
(AA/AS/AFA)

Moderator: Richard Burk, Casper College

Recorder: Becky London, The New York Conservatory for Dramatic Arts

Discussion Group #3: Undergraduate Liberal Arts Degree Programs **Grand Ballroom 4 (4th FL)**
(BA/BS)

Moderator: D. Keith Best, Francis Marion University

Recorder: Dallas Martinez, Arkansas State University

Discussion Group #4: Undergraduate Professional Degree Programs (BFA) **Deer Lake (4th FL)**

Moderator: Daniel Inouye, Messiah University

Recorder: Anne Medlock, West Texas A&M University

Discussion Group #5: Initial Master's Degree Programs (MA/MS) **Grand Ballroom 3 (4th FL)**

Moderator: Susan Kattwinkel, College of Charleston

Recorder: Mark J. Charney, Texas Tech University

Discussion Group #6: Terminal Master's Degree Programs (MFA) **Elk Lake (4th FL)**

Moderator: Tony Hardin, Kent State University

Recorder: Richie Call, Utah State University

Discussion Group #7: Doctoral Degree Programs **Maple Lake (4th FL)**

Moderator: Lesa Lockford, Bowling Green State University

Recorder: Kristin Sosnowsky, Louisiana State University

4:00 p.m. – 5:00 p.m. **MEETINGS WITH NAST STAFF**

These individually assigned and scheduled appointments are intended to provide to interested Annual Meeting attendees who indicated interest in advance an opportunity to meet with staff to discuss topics of an accreditation nature. (Scheduled appointments will also be held on Friday, 11:00 a.m. – 12:15 p.m. and 3:30 p.m. – 5:00 p.m.)

Thursday, March 28 (Continued)

5:30 p.m. – 6:30 p.m. **PRESIDENT’S RECEPTION FOR THE ASSOCIATION** **Atrium (4th FL)**
(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 introduce the members of the NAST Board of Directors.

6:30 p.m. – 9:00 p.m. **BOARD OF DIRECTORS DINNER AND SEMINAR MEETING** **Lake Harriet (8th FL)**
(Board of Directors members only)

Friday, March 29

7:30 a.m. – 9:00 a.m. **CONTINENTAL BREAKFAST FOR THE ASSOCIATION** **Grand Ballroom 4 (4th FL)**
Hosted by: Music Theatre International

7:30 a.m. – 6:00 p.m. **REGISTRATION** **Atrium Registration (4th FL)**

9:00 a.m. – 10:45 a.m. **ADMINISTERING BLENDED UNITS:
OPPORTUNITIES AND CHALLENGES** **Grand Ballroom 1 (4th FL)**

Many theatre executives either lead or are being asked to assume leadership responsibilities for units that encompass multiple disciplines. As an example, it is not uncommon to find theatre programs administered in units that also include dance, speech communication, film, new media arts, and the like. Today’s panelists will explore the opportunities presented to and unique challenges faced by administrators, faculty, staff, and students in blended units. Consideration will be given to how these units might balance the sometimes-competing needs of the various disciplines with respect to issues such as facilities, finances, human resources, etc. Panelists and attendees will explore and discuss the impact these competing needs may have on curricular and programmatic offerings, particularly with regard to collaboration, economies of scale, and synergy among disciplines. They will also examine examples of innovative curricular programs that have developed in blended units which bring to life new areas of study through the integration of traditionally distinct areas of expertise and competency.

Panelists: Julie Ray, University of Georgia
 Peter B. Zazzali, James Madison University
Moderator: Shelly Elman, University of West Georgia

9:00 a.m. – 10:45 a.m. **IS ARTISTIC FREEDOM AN ANACHRONISM?** **Grand Ballroom 3 (4th FL)**

Today, institutions of higher education are operating within an unstable and divisive environment in which traditional ideas pertaining to artistic and intellectual freedoms are being challenged. The free expression of ideas, a bedrock principle of the academy, is often met with pushback from disparate entities such as federal and state governments, community constituencies, institutional administrations, faculties, and students. This session will consider how this climate is impacting the ability of theatre educators to make decisions about what they teach, produce, and research. Participants will explore how theatre programs might develop approaches that embrace a range of viewpoints, invite diversity of thought, and enable respectful debate.

Panelists: Steve Ray, University of Tennessee at Chattanooga
 Kristin Sosnowsky, Louisiana State University
 Tamiko Washington, Chapman University
Moderator: E.J. Westlake, Ohio State University

Friday, March 29 (Continued)

11:00 a.m. – 12:15 p.m. **OPEN DISCUSSION BY REGION**

This open discussion serves as a forum for individuals from institutions organized geographically by region to discuss and advance concepts and issues raised throughout the NAST Annual Meeting. Participants are asked to think deeply about and discuss in detail the issues and ideas presented. Rather than exploring in brief a multitude of topics, attendees may wish to delve extensively into a selection of the most salient.

Discussion Group #1: (Alaska, Arizona, California, Colorado, Hawaii, Idaho, Montana, Nevada, New Mexico, Oregon, Utah, Washington, Wyoming) **Grand Ballroom 1 (4th FL)**

Moderator: Brian Swanson, Southern Utah University
Recorder: Kathleen M. McGeever, Northern Arizona University

Discussion Group #2: (Illinois, Indiana, Iowa, Michigan, Minnesota, Missouri, Ohio, Wisconsin) **Grand Ballroom 2 (4th FL)**

Moderator: Brandon McWilliams, University of Missouri – Kansas City
Recorder: Michael J. Riha, University of Arkansas

Discussion Group #3: (Connecticut, Delaware, District of Columbia, Maine, Maryland, Massachusetts, New Hampshire, New Jersey, New York, Pennsylvania, Rhode Island, Vermont, West Virginia) **Grand Ballroom 3 (4th FL)**

Moderator: Steve TenEyck, Ithaca College
Recorder: Julie Potter, Towson University

Discussion Group #4: (Florida, Georgia, North Carolina, Puerto Rico, South Carolina, Virginia) **Wayzata Bay (8th FL)**

Moderator: Ronda Scarrow, Longwood University
Recorder: David S. Sollish, Anderson University (South Carolina)

Discussion Group #5: (Alabama, Kentucky, Mississippi, Tennessee) **Deer Lake (4th FL)**

Moderator: Mark Castle, Samford University
Recorder: Shona Tucker, University of Louisville

Discussion Group #6: (Arkansas, Kansas, Louisiana, Nebraska, North Dakota, Oklahoma, South Dakota, Texas) **Elk Lake (4th FL)**

Moderator: Brett Garfinkel, Northwestern State University of Louisiana
Recorder: Mark Engler, North Dakota State University

11:00 a.m. – 12:15 p.m. **MEETINGS WITH NAST STAFF**

These individually assigned and scheduled appointments are intended to provide to interested Annual Meeting attendees who indicated interest in advance an opportunity to meet with staff to discuss topics of an accreditation nature. (*Scheduled appointments will also be held on Friday, 3:30 p.m. – 5:00 p.m.*)

12:30 p.m. – 1:45 p.m. **LUNCHEON FOR THE ASSOCIATION** **Grand Ballroom 4 (4th FL)**

Speaker: Mark Valdez, Artistic Director, Mixed Blood Theatre
Moderator: DeAnna Toten Beard, Baylor University

2:00 p.m. – 3:15 p.m. **KEYNOTE ADDRESS** **Grand Ballroom 1 (4th FL)**

Speaker: Oskar Eustis, The Public Theater
Title: "What is to be Done? Crisis and Opportunity"
Moderator: DeAnna Toten Beard, Baylor University

Friday, March 29 (Continued)

3:30 p.m. – 5:00 p.m.

OPEN DISCUSSION

This open discussion serves as a forum for individuals to discuss and advance concepts and issues raised throughout the NAST Annual Meeting. Participants are asked to think deeply about and discuss in detail the issues and ideas presented. Rather than exploring in brief a multitude of topics, attendees may wish to delve extensively into a selection of the most salient.

Discussion Group #1: Attendee Last Name Beginning with A – C **Grand Ballroom 2 (4th FL)**

Moderator: Jacob Allen, University of Memphis

Recorder: Lisa Abbott, Georgia Southern University

Discussion Group #2: Attendee Last Name Beginning with D – H **Grand Ballroom 3 (4th FL)**

Moderator: Shauna C. Meador, University of Central Arkansas

Recorder: Rebecca Morrice, Slippery Rock University

Discussion Group #3: Attendee Last Name Beginning with I – L **Spring Park Bay (8th FL)**

Moderator: Victoria E. Depew, Western Carolina University

Recorder: Krystal Kennel, State University of New York, Oswego

Discussion Group #4: Attendee Last Name Beginning with M – P **Wayzata Bay (8th FL)**

Moderator: Joshua B. Williamson, West Virginia University

Recorder: Scott Malia, College of the Holy Cross

Discussion Group #5: Attendee Last Name Beginning with R – S **Deer Lake (4th FL)**

Moderator: David Kaul, Grambling State University

Recorder: Natalie Sowell, University of North Carolina Greensboro

Discussion Group #6: Attendee Last Name Beginning with T – Z **Elk Lake (4th FL)**

Moderator: Gregg C. Lloyd, Christopher Newport University

Recorder: Dominic M. Yeager, University of Alabama

3:30 p.m. – 4:45 p.m.

STRATEGIC PLANNING: THE ROLE AND VALUE OF SUPPORTIVE DATA **Grand Ballroom 1 (4th FL)**

During the summer of 2023, NAST released for use the newly designed HEADS Navigational Dashboards, which enable representatives of member institutions to access data collected through the use of HEADS Data Survey tool from 2016 through 2021. The Navigational Dashboards provide to members the ability to sort, organize, and compare data points; and to create customized report views in data tables and graph/chart formats. During this session, attendees will explore the structure and use of the Navigational Dashboards system and learn how to find and extract information pertaining to areas such as theatre enrollment by degree and major, theatre faculty and administrators, sources and uses of theatre unit income and expenses, demographic and ethnic characteristics of theatre faculty and students, and renovation and construction. With general knowledge in hand, attendees will consider through the use of case studies how the Navigational Dashboards may be used to capture data and use this data to support the work of the theatre unit. Ample time for questions and dialogue will be provided.

Presenter: Nora R. Hamme, NAST National Office

3:30 p.m. – 5:00 p.m.

MEETINGS WITH NAST STAFF

These individually assigned and scheduled appointments are intended to provide to interested Annual Meeting attendees who indicated interest in advance an opportunity to meet with staff to discuss topics of an accreditation nature.

Friday, March 29 (Continued)

5:15 p.m. – 6:15 p.m. **RECEPTION FOR THE ASSOCIATION** **Atrium (4th FL)**
(Cash bar)

Saturday, March 30

7:30 a.m. – 12:45 p.m. **REGISTRATION** **Atrium Registration (4th FL)**

7:30 a.m. – 8:30 a.m. **BOARD OF DIRECTORS BREAKFAST AND SEMINAR MEETING** **Elk Lake (4th FL)**
(Board of Directors members only)

8:30 a.m. – 9:45 a.m. **BRIEFING FOR EVALUATORS** **Grand Ballroom 1 (4th FL)**
(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:** **Grand Ballroom 3 (4th FL)**
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 suggestions will be provided for attendees in the process of, or planning to, develop materials for Commission review.

Presenters: Karen Brewster, East Tennessee State University
Rick Lombardo, Pennsylvania State University

Staff Resource: Stephen Cannistraci, NAST National Office

8:30 a.m. – 9:45 a.m. **THE NATURE OF CURRICULAR INNOVATION** **Grand Ballroom 2 (4th FL)**

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 pick up where they left off last year considering 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

Saturday, March 30 (Continued)

- 8:30 a.m. – 9:45 a.m. **THE NATURE OF CURRICULAR INNOVATION** **Grand Ballroom 2 (4th FL)**
(Continued)
- 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
 Hank Stratton, University of Nebraska – Lincoln
- 10:00 a.m. – 11:15 a.m. **BRIEFING: FEDERAL ISSUES FOR THEATRE ADMINISTRATORS** **Grand Ballroom 3 (4th FL)**
- 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:* Stephen Cannistraci, NAST National Office
- 10:00 a.m. – 11:15 a.m. **CURRICULUM DESIGN: THE UNDERGRADUATE DEGREE** **Grand Ballroom 1 (4th FL)**
- 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:** **Grand Ballroom 2 (4th FL)**
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. Areas covered 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. These resources are 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.

Saturday, March 30 (Continued)

10:00 a.m. – 11:15 a.m. **NAST RESOURCES AND RESPONSIBILITIES: ADMINISTRATIVE SUPPORT SERVICES AND ANNUAL REPORTING REQUIREMENTS** **Grand Ballroom 2 (4th FL)**
(Continued)

In addition to the 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 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

11:30 a.m. – 12:45 p.m. **OPEN FORUM: HISTORICALLY BLACK INSTITUTIONS** **Pine Lake (4th FL)**

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: Wendy R. Coleman, Alabama State University

11:30 a.m. – 12:45 p.m. **ROUNDTABLE FOR COMMUNITY AND TWO-YEAR COLLEGES** **Cedar Lake (4th FL)**

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: C. Julian Jimenez, Queensborough Community College

11:30 a.m. – 12:45 p.m. **ROUNDTABLE FOR NON-DEGREE-GRANTING AND PROFESSIONAL STUDIO SCHOOLS** **Birch Lake (4th FL)**

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: Arden Walentowski, Atlantic Acting School

11:30 a.m. – 12:45 p.m. **ROUNDTABLE FOR FAITH-BASED INSTITUTIONS** **Maple Lake (4th FL)**

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: Leon Wiebers, Loyola Marymount University

12:45 p.m. **ADJOURNMENT OF THE 59TH NAST ANNUAL MEETING AND RETREAT FOR ADMINISTRATORS OF THEATRE PROGRAMS IN HIGHER EDUCATION**

NATIONAL ASSOCIATION OF SCHOOLS OF THEATRE
Sixtieth Annual Meeting and Retreat
for Administrators of Theatre Programs in
Higher Education
March 19 – 22, 2025
Palmer House Hilton
Chicago, Illinois

NATIONAL ASSOCIATION OF SCHOOLS OF THEATRE

59th Annual Meeting

and

Retreat for Administrators of Theatre Programs in Higher Education

March 27 – 30, 2024

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- * DeAnna Toten Beard (2026)
Baylor University

Vice President

- * David Z. Saltz (2026)
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Commission on Accreditation

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- Randal Blades (2025)
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- Karen Brewster (2025)
East Tennessee State University
- Larry Dooley (2026)
Columbus State University
- Shelly Elman (2025)
University of West Georgia
- Michael Grenham (2026)
Stella Adler Studio of Acting
- Brian Jones (2025)
Indiana University of Pennsylvania
- Rick Lombardo (2026)
Pennsylvania State University
- Janet Parrott (2026)
Ohio State University

Commission on Accreditation (Continued)

- Kenneth L. Stilson (2024)
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- Joshua B. Williamson (2024)
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- Becky London, *Chair* (2024)
The New York Conservatory for Dramatic Arts
- Ann M. Haugo (2024)
Illinois State University
- Susan Kattwinkel (2024)
College of Charleston
- Tamiko Washington (2024)
Chapman University
- Vacant (2024)
- Jim Hunter, *ex officio* (2026)
University of South Carolina

Committee on Ethics

- Mark J. Charney, *Chair* (2026)
Texas Tech University
- Tony Hardin (2025)
Kent State University
- Eric Lange (2024)
University of Northern Iowa

NAST National Office

- * Karen P. Moynahan, *Executive Director*
- Stephen Cannistraci, *Accreditation Specialist*
- Jane Creagan, *Visitation Management Assistant*
- Angie K Elkins, *Accreditation Systems Coordinator*
- Nora R. Hamme, *Associate Director for Accreditation and Research*
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Fifty-Ninth Annual Meeting

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