

PROGRAM

NATIONAL ASSOCIATION OF SCHOOLS OF MUSIC

Ninetieth Annual Meeting

November 21-25, 2014

Westin Kierland Resort
Scottsdale, Arizona

Contents

Commissions Activities and Workshops for Evaluators.....	5
Pre-Meeting Sessions	7
Ninetieth Annual Meeting Program	11
Ninety-First Annual Meeting	29
NASM Officers, Board, Commissions, Committees, and Staff for 2014.....	30

Commissions Activities and Workshops for Evaluators

PLEASE NOTE:

- *The following information regarding Commissions activities and Workshops for Evaluators is not repeated in the Annual Meeting program that begins on page 11.*
- *The hotel floor follows the meeting room name. Please consult the hotel map for the location of meeting rooms on each floor (LL=Lower Level; L=Lobby).*

Monday, November 17

9:00 a.m. - 5:00 p.m. Rainmakers AB (LL)
COMMISSION ON ACCREDITATION
(Commission members only)

Tuesday, November 18

9:00 a.m. - 5:00 p.m. Rainmakers AB (LL)
COMMISSION ON ACCREDITATION
(Commission members only)

Wednesday, November 19

9:00 a.m. - 5:00 p.m. Rainmakers AB (LL)
COMMISSION ON ACCREDITATION
(Commission members only)

6:00 p.m. - 7:00 p.m. Noble Boardroom (LL)
COMMISSION ON COMMUNITY/JUNIOR COLLEGE
ACCREDITATION
(Commission members only)

Thursday, November 20

9:00 a.m. - 5:00 p.m. Rainmakers AB (LL)
COMMISSION ON ACCREDITATION
(Commission members only)

9:00 a.m. - 5:00 p.m. Noble Boardroom (LL)
COMMISSION ON COMMUNITY/JUNIOR COLLEGE
ACCREDITATION
(Commission members only)

Friday, November 21

9:00 a.m. - 12:00 noon Rainmakers AB (LL)
COMMISSION ON ACCREDITATION
(Commission members only)

9:00 a.m. - 12:00 noon Noble Boardroom/Rainmakers AB (LL)
COMMISSION ON COMMUNITY/JUNIOR COLLEGE
ACCREDITATION
(Commission members only)

Friday, November 21 (Continued)

10:00 a.m. - 5:00 p.m. Culturekeepers Registration (L)
REGISTRATION

2:00 p.m. - 5:30 p.m. Herberger 1 (LL)
WORKSHOP FOR VISITING EVALUATORS

This annual workshop will provide training to music administrators interested in becoming visiting evaluators for NASM. Fundamentals of the accreditation process will be described in detail. Considerable time will be spent discussing expectations with regard to Self-Studies and Self-Study documentation. An overview of the *Handbook* and its constituent parts will be presented. Standards and guidelines and their application to applicant institutions will receive considerable attention as potential evaluators are guided through the process of on-site review and Visitors' Report preparation. *(Please note: This session is by invitation only. Individuals interested in becoming NASM evaluators are encouraged to contact the National Office staff for consideration for training in 2015.)*

Facilitators: Lawrence R. Mallett, University of Oklahoma
Karl Paulnack, Ithaca College

2:00 p.m. - 5:30 p.m. Herberger 2 (LL)
WORKSHOP FOR EXPERIENCED EVALUATORS

This annual workshop will provide training to music 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 visit chair will be presented. *(Please note: This session is by invitation only. Individuals interested in becoming NASM evaluators are encouraged to contact the National Office staff for consideration for training in 2015.)*

Facilitators: John William Schaffer, University of Wisconsin - Madison
Cynthia Uitermarkt, Moody Bible Institute

6:00 p.m. - 7:30 p.m. Merriam (L)
WORKSHOP FOR VISITING EVALUATORS
DINNER MEETING *(by invitation only)*

6:00 p.m. - 7:30 p.m. Lowell (L)
WORKSHOP FOR EXPERIENCED EVALUATORS
DINNER MEETING *(by invitation only)*

Saturday, November 22

8:00 a.m. - 5:00 p.m. Culturekeepers Registration (L)
REGISTRATION

9:00 a.m. - 5:00 p.m. Herberger 1 (LL)
WORKSHOP FOR VISITING EVALUATORS
(Continuation of Friday, 2:00 p.m. - 5:30 p.m.)

9:00 a.m. - 5:00 p.m. Herberger 2 (LL)
WORKSHOP FOR EXPERIENCED EVALUATORS
(Continuation of Friday, 2:00 p.m. - 5:30 p.m.)

Pre-Meeting Sessions

PLEASE NOTE:

- *The following information regarding Pre-Meeting Sessions is not repeated in the Annual Meeting program that begins on page 11.*
- *Advance registration for each pre-meeting session is required. Please check with the NASM registration desk concerning space availability and any possible fees.*
- *The hotel floor follows the meeting room name. Please consult the hotel map for the location of meeting rooms on each floor (LL=Lower Level; L=Lobby).*

Friday, November 21

12:00 a.m. - 5:00 p.m. **Culturekeepers Registration (L)**
REGISTRATION

2:00 p.m. - 5:00 p.m. **Herberger 4 (LL)**
PRE-MEETING WORKSHOP: NEW MUSIC ADMINISTRATORS IN HIGHER EDUCATION
(Continued on Saturday at 8:15 a.m.)

This workshop is intended for individuals who are new, aspiring, or in the early years of their administrative careers. It has been designed to address several of the most important areas of concern for administrators. Each segment will involve a basic briefing on a topic, followed by ample opportunity for interaction and discussion. The content will focus on principles and approaches applicable to all types of institutions.

Moderator: Donald E. Casey, DePaul University

2:00 p.m. - 2:15 p.m.
Introduction, Orientation, and Welcome from the President

2:15 p.m. - 3:30 p.m.
Goals, Planning, and Time Management

Presenters: Donald E. Casey, DePaul University
Valerie C. Cisler, University of Nebraska at Kearney

3:45 p.m. - 5:00 p.m.
Working with the Academic Community

Presenters: Edward Kocher, Duquesne University
Peter Landgren, University of Cincinnati

3:30 p.m. - 5:30 p.m. **Kierland 1 AB (L)**
PRE-MEETING WORKSHOP: CREATING EFFECTIVE FORMAT A SELF-STUDIES
(Continued on Saturday at 8:30 a.m.)

This workshop is especially for institutions scheduled for NASM accreditation reviews in the next three years, and for individuals who will have the responsibility of leading the process and/or writing the Self-Study. Those who have never led or written an NASM Self-Study are especially encouraged

Friday, November 21 *(Continued)*

to attend. Please note that this workshop will focus specifically on Format A. It will not consider in detail Formats B or C. However, since some sections of Self-Studies in all formats are interchangeable, those preparing Self-Studies in Formats B and C are welcome. A briefing on Formats B and C will be held on Monday, November 24, 10:30 a.m. - 11:30 a.m.

Presenters: Craig Johnson, North Park University
Mark McCoy, DePauw University
Anne Curley, NASM National Office

Saturday, November 22

8:00 a.m. - 5:00 p.m. **Culturekeepers Registration (L)**
REGISTRATION

8:15 a.m. - 3:45 p.m. **Herberger 4 (LL)**

**PRE-MEETING WORKSHOP: NEW MUSIC
ADMINISTRATORS IN HIGHER EDUCATION**
(Continuation of Friday, 2:00 p.m. - 5:00 p.m.)

8:15 a.m. - 9:30 a.m.
Financial Management

Presenters: William L. Pelto, Appalachian State University
Jill Piedmont, Indiana University

9:45 a.m. - 11:00 a.m.
Working with the Faculty

Presenters: Sara Lynn Baird, Auburn University
Dale E. Monson, University of Georgia

11:15 a.m. - 12:30 p.m.
Community Relations and Fundraising

Presenters: Daniel P. Bolin, Butler University
Robert Shay, University of Colorado Boulder

12:30 p.m. - 1:15 p.m.
Box Lunch

1:15 p.m. - 2:30 p.m.
Managing from the Middle

Presenters: Linda Berna, Chicago College of Performing Arts,
Roosevelt University
Marshall Onofrio, Westminster College of the Arts
of Rider University

2:45 p.m. - 3:45 p.m.
NASM and the Music Executive

Presenter: Sarah Yount, NASM National Office

8:30 a.m. - 3:45 p.m. **Kierland 1 AB (L)**

**PRE-MEETING WORKSHOP: CREATING
EFFECTIVE FORMAT A SELF-STUDIES**
(Continuation of Friday, 3:30 p.m. - 5:30 p.m.)

Saturday, November 22 (Continued)

9:15 a.m. - 3:45 p.m.

Herberger 5B (LL)

ROUNDTABLE FOR ASSISTANT DIRECTORS/ASSOCIATE DEANS

The roundtable will include both short presentations and discussions related to various futures issues affecting the work of music administrators. Topics of discussion will include time on task, core curriculum and ensemble requirements, and difficult conversations pertaining to the music unit's budget, curricula, students, and faculty.

Facilitators: Timothy Leasure, Ohio State University
James Snell, University of Missouri, Kansas City
David A. Williams, University of South Florida

Ninetieth Annual Meeting

PLEASE NOTE:

- **Advance registration is required for the NASM Annual Meeting.**
- **The hotel floor follows the meeting room name. Please consult the hotel map for the location of meeting rooms on each floor (LL=Lower Level; L=Lobby).**
- **Please see pages 5-6 of this program for meeting times and locations for Commissions and Workshops for Evaluators activities. Pre-Meeting Sessions may be found on pages 7-9. The information in those sections is not repeated below in the body of the Annual Meeting program.**

Friday, November 21

10:00 a.m. - 5:00 p.m. Culturekeepers Registration (L)
REGISTRATION

12:00 noon - 2:00 p.m. Merriam (L)
EXECUTIVE COMMITTEE LUNCHEON MEETING
(Executive Committee members only)

2:30 p.m. - 3:00 p.m. Noble Boardroom (LL)
ORIENTATION FOR NEW BOARD MEMBERS
(Board of Directors members only)

3:00 p.m. - 5:00 p.m. Rainmakers A (LL)
BOARD OF DIRECTORS MEETING
(Board of Directors members only)

Saturday, November 22

8:00 a.m. - 5:00 p.m. Culturekeepers Registration (L)
REGISTRATION

8:00 a.m. - 9:30 a.m. Rainmakers A (LL)
BOARD OF DIRECTORS BREAKFAST MEETING
(Board of Directors members only)

4:00 p.m. - 5:00 p.m. Rainmakers BC (LL)
ORIENTATION FOR MUSIC EXECUTIVES NEW TO NASM

Attendees will be welcomed to NASM with a brief orientation and introductions to officers, Board members, and staff. Topics will include the role and responsibilities of the institutional representative, fundamental accreditation responsibilities, accreditation review schedules, interacting with NASM, and Association resources for music executives. Those who register in advance will be guided to review website information about NASM prior to the Annual Meeting.

Presenters: Mark Wait, Vanderbilt University
Karen P. Moynahan, NASM National Office

Saturday, November 22 (Continued)

5:15 p.m. - 6:30 p.m. Kierland 1B (L)

WELCOME ROUNDTABLE FOR WOMEN MUSIC EXECUTIVES

This session welcomes music executives to a conversation with a panel of women who will share their experiences and provide insights and inspiration as women executives. Panelists will consider current information regarding activities of women executives and will engage the audience in dialogue about work/life balance, the role of the executive as “mediator” between faculty and administrators, and issues pertaining to leadership development.

Convener: Toni-Marie Montgomery, Northwestern University

Convener/Panelist: Patricia J. Flowers, Florida State University

Panelists: Abra K. Bush, Boston Conservatory

Pamela Wurgler, Murray State University

Facilitator: Gretchen M. Bataille, GMB Consulting Group, LLC

6:15 p.m. - 7:30 p.m. Trailblazers (L)

RECEPTION FOR THE ASSOCIATION

Hosted by: Yamaha Corporation of America

Sunday, November 23

6:45 a.m. - 5:00 p.m. Culturekeepers Registration (L)

REGISTRATION

7:00 a.m. - 9:00 a.m. Trailblazers (L)

CONTINENTAL BREAKFAST FOR THE ASSOCIATION

Hosted by: Wenger Corporation

7:45 a.m. - 8:00 a.m. Cushing Room (L)

MEETING FOR MODERATORS AND RECORDERS

Presenter: Sarah Yount, NASM National Office

8:15 a.m. - 8:45 a.m. *(Rooms Noted Below)*

REGIONAL BUSINESS MEETINGS

These sessions are designed to enable the regions to welcome attendees, conduct their formal business, and discuss issues of interest and concern. Regions 4, 5, and 6 shall conduct regularly scheduled elections of all officers. Any open officer positions in other regions shall be filled by election during these meetings. Programmatic sessions developed by the regions will be presented in two afternoon blocks on Monday.

Region 1 **Rainmakers A (LL)**

Arizona, California, Hawaii, Nevada, New Mexico, Utah

James E. Gardner, University of Utah, Chair

Region 2 **Powell (L)**

Alaska, Idaho, Montana, Oregon, Washington

Todd Shiver, Central Washington University, Chair

Region 3 **Rainmakers B (LL)**

Colorado, Kansas, Missouri, Nebraska, North Dakota,

South Dakota, Wyoming

Timothy R. Shook, Southwestern College, Chair

Region 4 **Rainmakers C (LL)**

Illinois, Iowa, Minnesota, Wisconsin

Mario J. Pelusi, Illinois Wesleyan University, Interim Chair

Sunday, November 23 (Continued)

Region 5 Kierland 1A (L)

Indiana, Michigan, Ohio

Michael R. Crist, Youngstown State University, Chair

Region 6 Kierland 1B (L)

Connecticut, Delaware, District of Columbia, Maine, Maryland, Massachusetts, New Hampshire, New Jersey, New York, Pennsylvania, Rhode Island, Vermont, West Virginia

Daniel Goble, Western Connecticut State University, Chair

Region 7 Kierland 1C (L)

Florida, Georgia, North Carolina, Puerto Rico, South Carolina, Virginia

Laura Franklin, Brevard College, Chair

Region 8 Kirkland (LL)

Alabama, Kentucky, Mississippi, Tennessee

Randal Rushing, University of Memphis, Chair

Region 9 Greenway (LL)

Arkansas, Louisiana, Oklahoma, Texas

Gale J. Odom, Centenary College of Louisiana, Chair

9:00 a.m. - 10:15 a.m. Kierland 2, 3, 4 (L)

FIRST GENERAL SESSION:

PLENARY BUSINESS MEETING AND KEYNOTE ADDRESS

Call to Order and Welcome

President Mark Wait

Greetings from the European Association of Conservatoires

Hubert Eiholzer, Past Vice President

Reports of the Commissions

Commission on Community/Junior College Accreditation

Commission on Accreditation

Introduction of Newly Accredited Member Institutions

Report of the Treasurer

Report of the Committee on Ethics

Consideration of Proposed *Handbook* Amendments

Report of the Nominating Committee

Address to the Association

Claire Chase, International Contemporary Ensemble

"Debunking, Disrupting and Rethinking Entrepreneurship:

Inside the ICE Model"

10:30 a.m. - 12:00 noon (Rooms Noted Below)

CREATING OUR WAY FORWARD: WHAT MUST REMAIN, WHAT MUST BE CONSIDERED, AND WHAT IS INTEGRAL TO OUR FUTURE?

(Please note: The three breakout sessions will be repeated in the afternoon from 1:30 p.m. - 3:00 p.m. Participants may attend the sessions of their choice.)

The breakout sessions listed below are intended to serve as opportunities to explore and discuss a variety of issues raised during and inspired by the morning's keynote address. Today's music administrator may often experience pressures brought to bear by the pull of the past and the push to the future. This dichotomy becomes easier to manage when the focus of teaching and learning remains on the development of the art, the field, and the musician – on striving for and achieving excellence. Adherence to such a focus frees the administrator from the need to defend long-standing practices or jump on

Sunday, November 23 (Continued)

the latest fast-moving train to the future. Consideration of what might be effective then rests on the institution's mission, goals, and available resources, rather than on tightly held or hastily pursued approaches.

Presenters will consider effective approaches to music teaching, community involvement, and curricular planning within the context of the past, present, and future. Each session will include ample time for discussion.

10:30 a.m. - 12:00 noon **Herberger 1, 2 (LL)**

SESSION #1: CREATIVE APPROACHES TO TEACHING MUSIC

This session will consider whether the tried, tested, and time-honored approaches continue to serve as the ideal ways to teach music to postsecondary students. Do the traditional methods remain the most effective, or are there new approaches, based in new technology or new pedagogical theory, which may be preferable? What new approaches are being considered, promoted, and/or implemented at institutions? What are the supposed pros and cons? What are the respective roles of student and teacher in these new models? Should these new approaches be used to replace or complement current and unfolding practice?

Presenters will address concepts including the flipped classroom, hybrid and online learning, low-residency programs, competency-based education, and the granting of college credit for pre-college coursework and life experiences.

Presenters: Tayloe Harding, University of South Carolina
David Rosenboom, California Institute of the Arts

Moderator: John Vallentine, University of Northern Iowa

10:30 a.m. - 12:00 noon **Herberger 4A (LL)**

SESSION #2: ENGAGING WITH AND BEING INSPIRED BY THE COMMUNITY

Today, the connections that exist beyond the gates of the institution are many, varied, and lucrative. Collaborations between the institution and the community, or among the institution and community partners, are becoming more common. Connections that offer mutual benefit can expand reach, deepen resources, increase audiences, and broaden awareness. Strong partnerships can create valuable and fruitful opportunities and experiences for music students.

These relationships can also serve as catalysts for new and exciting initiatives as multiple sources of expertise are brought together, unleashed, and empowered to create and innovate – to consider options that would not be possible without the connections successful partnerships can forge.

This session will consider ways in which institutions can find community partners, and in doing so, develop and cultivate beneficial relationships. Specific focus will be placed on developing relationships that enable all entities to not only maintain and stay true to their missions, but also to expand those missions for the benefit of all involved.

Presenters: Carol Commerford, Webster University - Community Music School
Howard Herring, New World Symphony

Moderator: Sharon Davis Gratto, University of Dayton

Sunday, November 23 (Continued)

10:30 a.m. - 12:00 noon

Herberger 3 (LL)

SESSION #3: NEW IDEAS AS DRIVERS OF CURRICULAR PLANNING AND CHANGE

There are many internal and external drivers involved in the process of curricular planning. Multiple “stakeholder” constituencies may take deep interest in the process, the discussions, and the outcome. Successful planning, therefore, includes looking at issues from various viewpoints, asking cogent questions, evaluating input and feedback from stakeholders, and working to ultimately achieve “buy in” and consensus from all affected parties.

This session will consider the following questions: What issues typically drive curricular planning? What issues should drive curricular planning?

How much consideration is given to issues of student competency development and graduates’ next steps, whether in furthering their education or in entering a music- or non-music-related profession?

How might the curriculum be altered or expanded in light of new developments and changing realities? How can new courses and new areas of study be successfully incorporated into an already full curriculum? Should change be deemed necessary, how should the music unit proceed, and who should be involved in the decision-making process?

But also, in the face of change, what must remain in the curriculum in order to ensure the development of necessary and relevant competencies? What consideration should be given to current events and activities in and beyond the field of music; what impact might they have on the curriculum? What roles do music and the other arts play in informing curricular choices?

Presentations will explore these many and varied issues. Afterward, attendees will be offered the opportunity to share approaches, consider options and opportunities, and discuss various possibilities.

Presenters: David E. Myers, University of Minnesota, Twin Cities
Edward W. Sarath, University of Michigan

Moderator: C. Brad Foley, University of Oregon

10:30 a.m. - 12:00 noon

Kierland 1A (L)

HEADS PART I: COMPLETING AND SUBMITTING THE HEADS DATA SURVEY

This session will provide 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, and suggested collection mechanisms. Questions will be taken at the end of the presentation.

(Please note: “HEADS Part I” will not be repeated. “HEADS Part II: Using Statistical Data for Institutional Planning and Projections” will be held on Sunday, 1:30 p.m. - 3:00 p.m.)

Presenter: Erin Moscony, NASM National Office

Sunday, November 23 (Continued)

10:30 a.m. - 11:30 a.m. **Trailblazers (L)**

RECEPTION FOR SPOUSES AND GUESTS

This reception provides an opportunity for spouses and guests of Annual Meeting attendees to meet and engage in fellowship. Light refreshments will be served.

Welcome: Mark Wait, Vanderbilt University
Karen P. Moynahan, NASM National Office

12:15 p.m. - 1:15 p.m. **Noble Boardroom (LL)**

EXECUTIVE COMMITTEE LUNCHEON MEETING

(Executive Committee members only)

1:30 p.m. - 3:00 p.m. **(Rooms Noted Below)**

CREATING OUR WAY FORWARD: WHAT MUST REMAIN, WHAT MUST BE CONSIDERED, AND WHAT IS INTEGRAL TO OUR FUTURE?

1:30 p.m. - 3:00 p.m. **Herberger 1, 2 (LL)**

SESSION #1: CREATIVE APPROACHES TO TEACHING MUSIC

(Repeat of Sunday, 10:30 a.m. - 12:00 noon)

Presenters: Tayloe Harding, University of South Carolina
David Rosenboom, California Institute of the Arts

Moderator: John Vallentine, University of Northern Iowa

1:30 p.m. - 3:00 p.m. **Herberger 4A (LL)**

SESSION #2: ENGAGING WITH AND BEING INSPIRED BY THE COMMUNITY

(Repeat of Sunday, 10:30 a.m. - 12:00 noon)

Presenters: Carol Commerford, Webster University - Community
Music School

Howard Herring, New World Symphony

Moderator: Sharon Davis Gratto, University of Dayton

1:30 p.m. - 3:00 p.m. **Herberger 3 (LL)**

SESSION #3: NEW IDEAS AS DRIVERS OF CURRICULAR PLANNING AND CHANGE

(Repeat of Sunday, 10:30 a.m. - 12:00 noon)

Presenters: David E. Myers, University of Minnesota, Twin Cities
Edward W. Sarath, University of Michigan

Moderator: C. Brad Foley, University of Oregon

1:30 p.m. - 3:00 p.m. **Kierland 1A (L)**

HEADS PART II: USING STATISTICAL DATA FOR INSTITUTIONAL PLANNING AND PROJECTIONS

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

Presenter: Erin Moscony, NASM National Office

Sunday, November 23 (Continued)

3:15 p.m. - 4:45 p.m.

Kierland 1B (L)

A CONVERSATION WITH CLAIRE CHASE

New works, new collaborations, new venues, and new audiences – these are the primary forces driving the success of ICE, the International Contemporary Ensemble. In this conversational session, Founder, Artistic Director, and CEO of ICE, Claire Chase, will speak about the ways in which her innovative contemporary ensemble strives to promote and enhance musical knowledge, understanding, and learning among musicians and audiences, and how it works to keep the music at the center of all it does.

This session will include opportunities for attendees to ask questions and engage in a discussion about issues such as the composing and performing of new works, the building of ensembles, and the engaging of audiences.

Guest: Claire Chase, International Contemporary Ensemble

Moderator: Mark Wait, Vanderbilt University

3:15 p.m. - 4:45 p.m.

(Rooms Noted Below)

ADMINISTERING MUSIC PROGRAMS:

DEALING WITH CHALLENGES

The breakout sessions listed below are intended to serve as opportunities to explore and discuss a variety of issues related to the role of the seasoned music administrator within the music unit and the institution. Each session will provide an opportunity to examine and discuss a common administrative issue. Presenters will touch upon the ways certain administrative approaches have evolved over the years and will provide helpful tips for dealing with today's unique challenges. Each session will include ample time for discussion. *(Please note: The three breakout sessions will not be repeated. Participants may attend the session of their choice.)*

3:15 p.m. - 4:45 p.m.

Herberger 1,2 (LL)

SESSION #1: DEVELOPING THE FACULTY OF THE FUTURE

As administrators, it is important for us to cultivate a deep knowledge and understanding of the academic environments in which we operate and into which our graduates may find themselves. It is equally important that we provide our students with an informed and realistic portrayal of these environments and educate them in ways that will enable them to excel in the classroom and in the halls of academe.

This session will address a variety of issues related to developing the music faculty of the future. It will consider ways to prepare, advise and support those students who will likely go on to teach at the postsecondary level. What experiences do we want them to have? How can we best advise them regarding graduate school and professional opportunities? How can we help them to excel during the job application process and in interviews? What qualities and skills do we seek when we recruit new faculty? What can we tell them that we wish we had known when we began teaching?

Sunday, November 23 (Continued)

This session will also consider the ways in which pedagogy may be infused not only into music education curricula, but into the curricula for all music specializations, for although only a fraction of music majors may profess an initial interest in teaching, many more may eventually find themselves joining the field.

Presenters: Richard L. Blatti, Ohio State University
Mario J. Pelusi, Illinois Wesleyan University

Moderator: Peter T. Witte, University of Missouri, Kansas City

3:15 p.m. - 4:45 p.m. Herberger 3 (LL) **SESSION #2: ADDRESSING DIFFICULT SITUATIONS**

The inevitable need to address difficult situations is not a concept foreign to the seasoned administrator. In all likelihood, long-serving administrators will have faced a multitude of difficult situations by mid-career, ranging from managing the effects of budget cuts, addressing satisfaction at the conclusion of faculty performance reviews, mediating personality conflicts, handling student complaints, addressing the concerns of parents, participating in legal proceedings, and others. This session will highlight time-honored good practices that have served administrators well. In addition, it will explore and consider new approaches that may be better suited to the issues that arise and are relevant today.

Are our age-old good practices still effective in addressing our age-old challenges? Are they effective in addressing new and emerging challenges? Are fresh approaches necessary? What might a fresh approach to an age-old problem look like? Are the tools in our administrative problem-solving tool kit still relevant?

Attendees will be encouraged to share their own experiences in dealing with difficult situations and working toward resolution and to consider and discuss the realm of new and effective possibilities.

Presenters: Donald E. Casey, DePaul University
Karl Paulnack, Ithaca College

Moderator: Aimé Sposato, Shenandoah University

3:15 p.m. - 4:45 p.m. Herberger 4A (LL) **SESSION #3: MANAGING IN ALL DIRECTIONS**

Managing a music unit is challenging. Administrative responsibilities often include or span multiple levels. Interactions with various and varied stakeholders and constituents – sometimes simultaneously – are common. For the music administrator, flexibility, adaptability, and a keen ability to “manage in all directions” are essential.

Managing in all directions involves being able to communicate effectively with various constituencies on and off campus. It involves establishing a voice and using that voice to influence, advocate, and effect appropriate change. It involves acknowledging the constancy of change, accepting the positive aspects that change can engender, and leading in a way that both embraces and mediates this constant change.

Sunday, November 23 (Continued)

Presenters will discuss various management challenges, scenarios, and possible solutions. Particular attention will be paid to communication strategies, personnel management, and problem-solving techniques.

Presenters: Heather Landes, Arizona State University
Michael R. Sitton, The Crane School of Music
Moderator: Jeff Cox, University of Massachusetts Amherst

5:00 p.m. - 6:30 p.m. Herberger 1, 2 (LL) **COMMUNICATING WITH THE COMMISSIONS: CREATING EFFECTIVE WRITTEN ACCREDITATION MATERIALS**

From time to time, member and potential member institutions of NASM must submit materials that will be reviewed by either the Commission on Accreditation or the Commission on Community/Junior College Accreditation, the Association's accreditation decision-making bodies. This session will offer an overview of the Commissions' roles within the accreditation review process and will provide some helpful hints and tips for creating, writing, and submitting materials to the Commissions. Documents to be discussed include the Self-Study, the institution's Optional Response to the Visitors' Report, Responses, Progress Reports, applications for Plan Approval and Final Approval for Listing. The mandatory and effective use of the NASM *Handbook* in preparing submissions will be discussed.

Presenters: Edward Kocher, Duquesne University
Michael D. Wilder, Wheaton College

5:00 p.m. - 6:30 p.m. Kierland 1B (L) **OPEN CONVERSATION WITH THE NASM PRESIDENT AND EXECUTIVE DIRECTOR**

This session provides an opportunity for attendees to meet and speak freely with the Association's President and Executive Director. Individuals are welcome to pose questions and to share thoughts, ideas, suggestions, and feedback about various topics germane to the work of the Association. The format will be informal and conversational. *(This session will be repeated on Monday, 8:00 a.m. - 9:00 a.m.)*

Mark Wait, Vanderbilt University
Karen P. Moynahan, NASM National Office

5:00 p.m. - 6:15 p.m. (Rooms Noted Below) **DIALOGUE SESSIONS**

NASM hosts several dialogue sessions that provide opportunities for attendees to meet with Commission Chairs and members of the Committee on Ethics. These sessions are intended to offer opportunities for open and informative discussion. Although the Commission Chairs and Committee members will be unable to comment on actions specific to a particular institution, they will address questions about accreditation policy and procedures, and accept suggestions with regard to NASM standards and accreditation procedures.

Sunday, November 23 (Continued)

(Dialogue sessions with the Chair of the Commission on Accreditation and the Chair of the Commission on Community/Junior College Accreditation will be repeated on Monday, 8:00 a.m. - 9:00 a.m. The dialogue session with the Committee on Ethics will not be repeated.)

Commission on Accreditation **Merriam (L)**

Chair: Dan Dressen, Saint Olaf College

Commission on Community/ Junior College Accreditation **Lowell (L)**

Chair: Neil E. Hansen, Northwest College

Committee on Ethics **Powell A (L)**

Interim Chair: Todd E. Sullivan, Northern Arizona University

Member: Ronda M. Mains, University of Arkansas

5:00 p.m. - 6:15 p.m. **Kierland 1A (L)**

OPEN FORUM: ISSUES IN SACRED MUSIC/WORSHIP STUDIES

This open forum will provide an opportunity to discuss topics of interest and importance to sacred music/worship studies units. Attendance is open to all interested individuals. Participants may wish to give consideration to topics in advance.

Moderator: Thomas R. Webster, East Texas Baptist University

5:00 p.m. - 6:15 p.m. **Kierland 1C (L)**

ROUNDTABLE FOR SMALL MUSIC UNITS

Music executives from small music units, typically with fewer than 50 majors, will have the opportunity to discuss topics of specific relevance or concern, and to pose questions to colleagues facing similar challenges and opportunities. Attendance is open to all interested individuals. Participants may wish to give consideration to topics of interest in advance.

Moderator: James W. Lambert, Cameron University

5:00 p.m. - 6:15 p.m. **Kirkland (LL)**

OPEN FORUM: HISTORICALLY BLACK INSTITUTIONS

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: Alphonso Sanders, Mississippi Valley State University

6:15 p.m. - 7:30 p.m. **Trailblazers (L)**

RECEPTION FOR THE ASSOCIATION

Hosted by: Steinway & Sons

Sunday, November 23 (Continued)

6:30 p.m. - 9:30 p.m. **Bobby's Restaurant (Off-Site)**
OPEN FORUM: COMMUNITY AND TWO-YEAR COLLEGES

This open forum provides an opportunity to discuss information and ideas of particular relevance to community and two-year colleges. Presentations are intended to stimulate group discussion. Attendance is open to all interested individuals. *(Attendees will meet off-site at Bobby's Restaurant and Lounge at 6:30 p.m. for dinner and conversation. Following dinner, the forum will continue at the hotel in the Cushing Room on the Lobby Level.)*

Moderator: Jennifer Cowell-DePaolo, Casper College

Monday, November 24

7:30 a.m. - 11:00 a.m. **Culturekeepers Registration (L)**
REGISTRATION

7:45 a.m. - 9:00 a.m. **Trailblazers (L)**
COFFEE AND ROLLS FOR THE ASSOCIATION

Hosted by: Society of Pi Kappa Lambda

8:00 a.m. - 11:30 a.m. **Herberger 3AB (LL)**
SPECIFIC PROCEDURES FOR NASM EVALUATION

(For institutions scheduling visits within the next two years)

This session will provide information and guidance concerning the self-study and visitation processes for individuals whose institutions are 1) scheduled to be visited in the next two years, 2) planning to begin the NASM evaluation process, 3) formally engaged in the process, or 4) contemplating the submission of original applications for accreditation. A step-by-step walk-through of the nuts-and-bolts 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. Participants are encouraged to pose questions during this session. All interested individuals are welcome.

Presenter: Anne Curley, NASM National Office

8:00 a.m. - 9:00 a.m. **(Rooms Noted Below)**
DIALOGUE SESSIONS

(Repeat of Sunday, 5:00 p.m. - 6:15 p.m.)

Commission on Accreditation **Merriam (L)**
Chair: Dan Dressen, Saint Olaf College

**Commission on Community/
Junior College Accreditation** **Lowell (L)**
Chair: Neil E. Hansen, Northwest College

Monday, November 24 (Continued)

8:00 a.m. - 9:00 a.m.

Kierland 1B (L)

OPEN CONVERSATION WITH THE NASM PRESIDENT AND EXECUTIVE DIRECTOR

(Repeat of Sunday, 5:00 p.m. - 6:30 p.m.)

Mark Wait, Vanderbilt University
Karen P. Moynahan, NASM National Office

9:15 a.m. - 10:15 a.m.

(Rooms Noted Below)

ROUNDTABLES BY TYPE OF INSTITUTION

(Roundtables repeated at 10:30 a.m.)

The roundtables are intended to serve as a forum for individuals to discuss issues raised during the previous day's sessions on creative approaches to teaching music, community engagement, curricular planning, and administrative challenges. Remaining time may be devoted to other issues of particular concern or interest.

The fundamental purpose of each Roundtable is to provide an opportunity to share issues, ideas, and expertise across a broad range of topics germane to each type of institution and to music in higher education. Participants may attend their session of choice. Each session will be held twice so that attendees may engage the topics from more than one perspective. Discussion comments and issues noted by session recorders will be provided to and considered as appropriate by the NASM Board of Directors in the future work of the Association. *(Please note: Individuals from institutions offering multiple types of programs should choose their two roundtables based on current areas of interest.)*

Non-Degree-Granting Programs

Powell (L)

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

Moderator: Kate M. Ransom, The Music School of Delaware
Recorder: Sarah Wetherbee, Music Conservatory of Westchester

Associate's Degrees

Cushing (L)

Primarily for institutions that offer two-year degrees, such as community colleges.

Moderator: Cynthia Bridges, Del Mar College
Recorder: Robert Gronemann, Normandale Community College

Undergraduate Degrees (A)

Kierland 1C (L)

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

Moderator: William J. Crone, Virginia Tech
Recorder: Janet K. Heukeshoven, Saint Mary's University of Minnesota

Undergraduate Degrees (B)

Herberger 1 (LL)

Primarily for institutions that offer professional (B.M.) baccalaureate programs normally requiring at least 65% music content with majors in areas such as performance, theory, composition, history/literature, sacred music, jazz studies, etc.

Moderator: Ann L. Usher, University of Akron
Recorder: Jeffrey Pappas, University of Tennessee

Monday, November 24 (Continued)

Undergraduate Degrees (C) Herberger 2 (LL)

Primarily for institutions that offer professional (B.M.) baccalaureate programs normally requiring at least 50% music content with majors in areas such as music education, music therapy, and certain other combined degrees.

Moderator: Christopher Hayes, Ohio University

Recorder: Patricia S. Foy, Converse College

Initial Master's Degrees Herberger 4 (LL)

Primarily for institutions that offer the initial master's degree program (M.A./M.S.).

Moderator: Marc Dickey, California State University, Fullerton

Recorder: Michael Parkinson, Middle Tennessee State University

Specific Master's Degrees Herberger 5 (LL)

Primarily for institutions that offer the specific master's degree program (M.M.).

Moderator: Kory Katseanes, Brigham Young University

Recorder: Christopher Ulfers, East Carolina University

Research-Oriented Doctoral Degrees Greenway (LL)

Primarily for institutions that offer degrees at the doctoral level with a scholarly or research orientation.

Moderator: Stephen David Beck, Louisiana State University

Recorder: John W. Scheib, University of Kentucky

Practice-Oriented Doctoral Degrees Kirkland (LL)

Primarily for institutions that offer degrees at the doctoral level with a professional practice orientation.

Moderator: Keith Jackson, West Virginia University

Recorder: David Gier, University of Iowa

9:15 a.m. - 10:15 a.m.

Kierland 1B (L)

BRIEFING FOR EXPERIENCED EVALUATORS

This annual briefing is offered by invitation for individuals currently trained and serving as NASM visiting evaluators. It provides an opportunity for evaluators to refresh their knowledge of NASM procedures, protocols, and standards, with particular focus on recent changes to the *Procedures for Institutions*, and the *Handbook*. Helpful reminders regarding the format, preparation, and required content of Visitors' Reports will be provided. The potential impact of the activities of external constituencies, such as the federal government, states, and other review bodies, which may 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. *(Please note: This session is by invitation only.)*

Presenter: Karen P. Moynahan, NASM National Office

Monday, November 24 (Continued)

9:15 a.m. - 10:15 a.m.

Kierland 1A (L)

BRIEFING: LOCAL PROBLEM-SOLVING WITH NASM RESOURCES

Although NASM's primary focus is accreditation, it also generates a wealth of resources focused on non-accreditation-related issues. This session provides an introduction to some of NASM's most frequently cited papers and advisory statements on topics including justification, curricular review, promotion and tenure, musician health, and others. Music executives new to NASM, or those unfamiliar with its online resources and publications, are encouraged to attend.

Presenter: Sarah Yount, NASM National Office

10:30 a.m. - 11:30 a.m.

(Rooms Noted Below)

ROUNDTABLES BY TYPE OF INSTITUTION

(Repeat of Monday, 9:15 a.m. - 10:15 a.m.)

Non-Degree-Granting Programs	Powell (L)
Associate's Degrees	Cushing (L)
Undergraduate Degrees (A)	Kierland 1C (L)
Undergraduate Degrees (B)	Herberger 1 (LL)
Undergraduate Degrees (C)	Herberger 2 (LL)
Initial Master's Degrees	Herberger 4 (LL)
Specific Master's Degrees	Herberger 5 (LL)
Research-Oriented Doctoral Degrees	Greenway (LL)
Practice-Oriented Doctoral Degrees	Kirkland (LL)

10:30 a.m. - 11:30 a.m.

Kierland 1B (L)

BRIEFING: FORMATS B AND C SELF-STUDIES

Institutions may choose to use either Format A, B, or C when preparing Self-Studies. The session entitled "Specific Procedures for NASM Evaluation" offered on Monday morning will focus predominantly on Format A. This briefing will provide an opportunity for those interested in Formats B and C to informally ask questions and seek general information about Formats B and C Self-Studies and procedures.

Presenter: Karen P. Moynahan, NASM National Office

10:30 a.m. - 11:30 a.m.

Kierland 1A (L)

BRIEFING: FEDERAL ISSUES

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.

Monday, November 24 (Continued)

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: Sarah Yount, NASM National Office

11:45 a.m. - 12:45 p.m. Kierland 2, 3, 4 (L) **SECOND GENERAL SESSION**

Report of the Executive Director
Election of Officers
Report of the President

2:15 p.m. - 5:30 p.m. (Rooms Noted Below) **PROGRAMS SPONSORED BY REGIONS**

(Please note: All attendees are welcome to attend any of the programs sponsored by Regions scheduled from 2:15 p.m. - 3:45 p.m. and 4:00 p.m. - 5:30 p.m.)

2:15 p.m. - 3:45 p.m. Region 1 Kierland 1A (L) *Arizona, California, Hawaii, Nevada, New Mexico, Utah*

“Rethinking Performance and Performance Studies”

This session will focus on the preparation of music performance majors for 21st-Century careers in music. It will consider the role that studies and experiences in recording, community performance, targeted purposeful performance, entrepreneurship, and resource sharing can play in their education and the benefits they can provide. Curricular implications will also be addressed. The main presentation will be followed by remarks from two responders and open discussion with attendees.

Presenter: Susan Mohini Kane, California State University, Los Angeles

Responders: Mark Edward Parker, Oklahoma City University
Rex A. Woods, University of Arizona

Moderator: James E. Gardner, University of Utah

Region 3 Kierland 1B (L) *Colorado, Kansas, Missouri, Nebraska, North Dakota, South Dakota, Wyoming*

“The Faculty Evaluation Process at Small to Mid-Size Music Units – A Roundtable Discussion”

Music executives at small to mid-size institutions are faced each year with the challenge of evaluating faculty who teach in all areas of the music unit, including applied lessons, ensembles, and the academic classroom. The obvious goal is to help faculty improve in all areas.

Monday, November 24 (Continued)

2:15 p.m. - 3:45 p.m.

PROGRAMS SPONSORED BY REGIONS (Continued)

Questions that will be asked and discussed include but are not limited to: How does the administrator objectively and fairly evaluate faculty who teach in all areas? What are the expectations for excellence? How do faculty show demonstrable evidence for excellent teaching, scholarship, and service? Attendees will be engaged in the discussion and asked to share what they do at their institutions. The goal of this session is to gather ideas, assemble them into a document, and share with attendees.

Presenter: Calvin Hofer, Colorado Mesa University

Recorder: Trilla Lyerla, Baker University

Moderator: Timothy R. Shook, Southwestern College

Region 5

Kierland 1C (L)

Indiana, Michigan, Ohio

“An Introduction to the Mysteries of Pythagorean Pitch, Just Intonation, Mean Tone Temperament, and Equal Temperament”

Pythagorean Pitch, Just Intonation, and 1/4 Comma Mean Tone Temperament, not to mention the still-present natural overtone series, all influence how musicians hear, and what they consider to be in tune. Therefore, it's important to understand how these systems worked, what their purposes were, why they all were eventually found to be insufficient, why we finally had no choice but to “adopt” equal temperament, and to realize that we tacitly retain elements of these previous systems. Surprisingly, the math of these previous systems remains engaging and is sometimes astonishing. This presentation will offer the history, problems, math, and sounds of all these systems.

Presenter: Jeffrey Showell, Bowling Green State University

Moderator: Michael R. Crist, Youngstown State University

Region 7

Herberger 1 (LL)

Florida, Georgia, North Carolina, Puerto Rico, South Carolina, Virginia

“Show Me the Money: Successful Fundraising Models”

Heads of music units are increasingly expected to be involved in fundraising efforts in support of their programs. There are many ways in which music executives have responded to this expectation. In this session, one successful model will be presented for consideration, and session attendees will share additional ideas in an open forum/discussion setting.

Presenter: Keith Bradshaw, Southern Utah University

Moderator: Laura Franklin, Brevard College

Monday, November 24 (Continued)

2:15 p.m. - 3:45 p.m.

PROGRAMS SPONSORED BY REGIONS (Continued)

Region 9

Herberger 2 (LL)

Arkansas, Louisiana, Oklahoma, Texas

“Creativity and Collaboration Among the Arts”

Discussion will touch on the following questions: What challenges exist in defining creativity? How can creative work be identified across units within music schools? In what ways can creativity be leveraged across the campus to move music units from the edges (borders) of campus culture to more central roles? How can creativity be leveraged to form new understandings of entrepreneurship and enterprise as essential qualities that are needed for success in the new contingent economy?

This session will draw on existing data to address core creative competencies, the future of creative work and protean careers – based on recent data provided by music graduates and the many different occupational contexts in which they work. Some examples of specific music courses/initiatives that embrace creativity as key learning elements will be identified and then discussed. This will be done through examples of the particular challenges leaders face in transforming music school programs and curricula in times of a changing economy.

Presenters: Steven J. Tepper, Arizona State University
Laurence Kaptain, University of Colorado-Denver

Moderator: Gale J. Odom, Centenary College of Louisiana

4:00 p.m. - 5:30 p.m.

Region 2

Kierland 1A (L)

Alaska, Idaho, Montana, Oregon, Washington

“Generational Differences...Do They Impact Teaching and Learning?”

Do Gen Xers and Gen Yers learn differently, have different expectations and work ethic? Should we adjust our teaching and work strategies based on the generational makeup of our classes? This session will provide a thought-provoking and entertaining view of the power of the four generations currently in the work force and those currently in the classroom. What value and role do music and the arts play within the generations we are teaching? Generation Z will be introduced, as will key characteristics of predictable analytics of the future of our work within the academy.

Presenter: Jenna Hyatt, Central Washington University

Moderator: Todd Shiver, Central Washington University

Monday, November 24 (Continued)

4:00 p.m. - 5:30 p.m.

PROGRAMS SPONSORED BY REGIONS (Continued)

Region 4

Kierland 1B (L)

Illinois, Iowa, Minnesota, Wisconsin

“21st Century Careers in Music: Realities, Opportunities, and Implications”

New generations of talented young musicians continue to seek music degrees. At the same time, orchestras reorganize, arts funding fluctuates, and programs reconfigure. How do we identify changing realities, recognize exciting new opportunities, and act on the implications in ways that benefit our students and programs? The panel will begin the conversation centered on these crucial issues and follow with an invitation to the audience to share revelations and successful initiatives.

Presenters: Merilee Klemp, Augsburg College
Janis F. Weller, McNally Smith College of Music
Diane Winder, Eastern Michigan University

Moderator: Mario J. Pelusi, Illinois Wesleyan University

Region 6

Kierland 1C (L)

Connecticut, Delaware, District of Columbia, Maine, Maryland, Massachusetts, New Hampshire, New Jersey, New York, Pennsylvania, Rhode Island, Vermont, West Virginia

“The Dynamic Curriculum: Music Career Preparation for Our Changing Industry”

Many music programs at colleges and universities envision innovative pathways to music careers, especially in light of the changes in culture and technology that have been both dynamic and disruptive. How is this to be done in an environment so heavily influenced by regulation, accreditation, and rich tradition? What strategies can be employed to elicit a valuable conversation among faculty, administration, practitioners and students? Everyone has different ideas, which range from simple and minor to complex and prohibitive. How should we lead the way so that the important goals can be reached?

Presenters: Robert Cart, Montclair State University
William A. Meckley, Schenectady County
Community College
Diane M. Paige, Hartwick College
Jamal Rossi, Eastman School of Music

Moderator: Karl Boelter, State University of New York, Fredonia

Region 8

Herberger 1 (LL)

Alabama, Kentucky, Mississippi, Tennessee

“Making It Happen – Composing an Academic Music Entrepreneurship Program at Your College or University”

The academic needs of students entering higher education today are different from students in the past given current economic challenges, advancing technology,

Monday, November 24 *(Continued)*

4:00 p.m. - 5:30 p.m.

PROGRAMS SPONSORED BY REGIONS *(Continued)*

and our global world. This need is especially evident in students who are studying in one of the numerous arts professions, including music. To address the needs of today's music student, institutions may find it helpful to include in the student's academic experience entrepreneurial training and opportunities. For music majors, this may mean discussing professional prospects and supporting professional music aspirations. One initiative undertaken by some colleges and universities is the formation of partnerships combining two different disciplines, such as music and business. However, developing these partnerships can sometimes cause confusion and miscommunication and create disciplinary culture shock and frustration for those involved in the conversation. Questions that arise include: How should we proceed? How do we realize success? What does a successful model look like? How do we avoid pit falls? This interactive session will articulate the process of conceiving and developing a music curriculum with an entrepreneurial focus.

Presenter: Barrett Baebler, Webster University

Moderator: Randal Rushing, University of Memphis

Tuesday, November 25

8:00 a.m. - 9:30 a.m.

Rainmakers A (LL)

BOARD OF DIRECTORS BREAKFAST MEETING

(Incoming, Continuing, and Outgoing Board Members)

9:30 a.m.

ADJOURNMENT

National Association of Schools of Music

NINETY-FIRST ANNUAL MEETING

November 20-24, 2015

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

NASM OFFICERS, BOARD, COMMISSIONS, COMMITTEES, AND STAFF FOR 2014

President

- ** Mark Wait
Vanderbilt University

Vice President

- ** Sue Haug
Pennsylvania State University

Treasurer

- ** Toni-Marie Montgomery
Northwestern University

Secretary

- ** Catherine Jarjisian
Ohio State University

Executive Director

- ** Karen P. Moynahan

Non-Degree-Granting Member, Board of Directors

- * Kate M. Ransom
The Music School of Delaware

Commission on Community/Junior College Accreditation

- * Neil E. Hansen, *Chair*
Northwest College
- Kevin J. Dobreff
Grand Rapids Community College
- Myrna Nachman
Nassau Community College

Commission on Accreditation

- ** Dan Dressen, *Chair*
Saint Olaf College
- ** Michael D. Wilder, *Associate Chair*
Wheaton College
- Steven Block
University of New Mexico
- Christopher P. Doane
University of Louisville
- James B. Forger
Michigan State University
- Maria del Carmen Gil
Puerto Rico Conservatory of Music
- Jackie C. Griffin
North Greenville University
- Craig Johnson
North Park University
- Edward Kocher
Duquesne University
- Lawrence R. Mallett (*pro tempore*)
University of Oklahoma
- Mark McCoy
DePauw University

* Board of Directors

** Executive Committee

Commission on Accreditation (Continued)

Mary Ellen Poole
University of Texas at Austin
John W. Richmond
University of Nebraska - Lincoln
Ann B. Stutes
Wayland Baptist University
John D. Vander Weg
Wayne State University
Robert Walzel
University of Kansas
Keith C. Ward
University of Puget Sound
Peter T. Witte
University of Missouri, Kansas City

Public Members of the Commissions and Board of Directors

- * Laurie Locke
Georgetown, Texas
- * Ann C. McLaughlin
Chester, Maryland
- * Cari Peretzman
Lewisville, Texas

Regional Chairs

Region 1

- * James E. Gardner
University of Utah
Arizona, California, Hawaii, Nevada, New Mexico, Utah

Region 2

- * Todd Shiver
Central Washington University
Alaska, Idaho, Montana, Oregon, Washington

Region 3

- * Timothy R. Shook
Southwestern College
Colorado, Kansas, Missouri, Nebraska, North Dakota, South Dakota, Wyoming

Region 4

- * Mario J. Pelusi, *Interim Chair*
Illinois Wesleyan University
Illinois, Iowa, Minnesota, Wisconsin

Region 5

- * Michael R. Crist
Youngstown State University
Indiana, Michigan, Ohio

Region 6

- * Daniel Goble
Western Connecticut State University
Connecticut, Delaware, District of Columbia, Maine, Maryland, Massachusetts, New Hampshire, New Jersey, New York, Pennsylvania, Rhode Island, Vermont, West Virginia

-
- * Board of Directors

Regional Chairs (Continued)

Region 7

- * Laura Franklin
Brevard College
Florida, Georgia, North Carolina, Puerto Rico, South Carolina, Virginia

Region 8

- * Randal Rushing
University of Memphis
Alabama, Kentucky, Mississippi, Tennessee

Region 9

- * Gale J. Odom
Centenary College of Louisiana
Arkansas, Louisiana, Oklahoma, Texas

Committee on Ethics

Todd E. Sullivan, *Interim Chair*
Northern Arizona University
Ronda M. Mains
University of Arkansas

Nominating Committee

Dale E. Monson, *Chair*
University of Georgia
Sara Lynn Baird
Auburn University
Donna M. Bohn
MidAmerica Nazarene University
Eileen M. Hayes
Towson University
Robert Shay
University of Colorado, Boulder

NATIONAL OFFICE STAFF

- ** Karen P. Moynahan, *Executive Director*
Tracy L. Maraney, *Management Associate for Finance and Operations*
Chira Kirkland, *Editorial Associate*
Jenny Kuhlmann, *Data and Records Associate*
Lisa A. Ostrich, *Executive Assistant and Meetings Associate*
Sarah Yount, *Staff Associate for Programming and External Affairs*
Anne Curley, *Accreditation Specialist*
Erin Moscony, *Accreditation Coordinator*
Julia Harbo, *Communications Coordinator*
Kyle Dobbeck, *Accreditation Assistant*
Ben Thompson, *Accreditation Assistant*

Part-Time

Teresa Kabo, *Accreditation Associate*
Stacy McMahan, *Office Manager*

* Board of Directors

** Executive Committee