

NATIONAL ASSOCIATION OF SCHOOLS OF MUSIC

Ninety-Third Annual Meeting

Program

November 17–21, 2017

**Westin Kierland Resort
Scottsdale, Arizona**

Contents

Commissions Activities and Workshops for Evaluators.....	5
Pre-Meeting Workshops.....	7
Ninety-Third Annual Meeting Program.....	13
Ninety-Fourth Annual Meeting	32
NASM Officers, Board, Commissions, Committees, and Staff for 2017.....	33

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 13.*
- *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).*

Sunday, November 12

1:00 p.m. – 5:00 p.m. Rainmakers AB (LL)
COMMISSION ON ACCREDITATION
(Commission members only)

Monday, November 13

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

Tuesday, November 14

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

Wednesday, November 15

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

2:00 p.m. – 5:00 p.m. Tribal A (L)
COMMISSION ON COMMUNITY COLLEGE ACCREDITATION
(Commission members only)

Thursday, November 16

8:00 a.m. – 5:00 p.m. Rainmakers AB (LL)
COMMISSION ON ACCREDITATION
(Commission members only)

9:00 a.m. – 5:00 p.m. Tribal A (L)
COMMISSION ON COMMUNITY COLLEGE ACCREDITATION
(Commission members only)

Friday, November 17

8:00 a.m. – 12:00 noon Rainmakers AB (LL)
COMMISSION ON ACCREDITATION
(Commission members only)

9:00 a.m. – 12:00 noon Tribal A (L)
COMMISSION ON COMMUNITY COLLEGE ACCREDITATION
(Commission members only)

10:00 a.m. – 5:30 p.m. Culturekeepers West (L)
REGISTRATION

Friday, November 17 (Continued)

2:00 p.m. – 5:30 p.m. **Herberger 1 (LL)**

WORKSHOP FOR VISITING EVALUATORS

(Continued Saturday at 9:00 a.m.)

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 2018.)*

Presenters: Edward Kocher, Duquesne University
Karl Paulnack, Ithaca College

Resource: Nora Hamme, NASM National Office

2:00 p.m. – 5:30 p.m. **Herberger 2 (LL)**

WORKSHOP FOR EXPERIENCED EVALUATORS

(Continued Saturday at 9:00 a.m.)

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 2018.)*

Presenters: Christopher P. Doane, University of Louisville
Daniel P. Sher, University of Colorado Boulder

Resource: Nora Hamme, NASM National Office

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 18

8:00 a.m. – 5:00 p.m. **Culturekeepers West (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 Workshops

PLEASE NOTE:

- *The following information regarding pre-meeting workshops is not repeated in the Annual Meeting program that begins on page 13.*
- *Advance registration for each pre-meeting workshop 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 17

10:00 a.m. – 5:30 p.m. **Culturekeepers West (L)**
REGISTRATION

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

This workshop 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: Linda Berna, Chicago College of Performing Arts at Roosevelt 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

This session will focus on the value of and suggested procedures for establishing realistic goals and objectives, which serve as the basis for effective long-range planning, and enable realistic considerations, which govern the productive use of time. The work of the music administrator today requires an awareness of, and the necessity for careful and balanced cultivation among multiple constituencies. Goal setting becomes a necessary and effective way to establish personal, institutional, and community priorities. This effort lays the groundwork for and focuses planning initiatives. Successful administrators are able to set goals, plan, and manage time – and understand the relationship between and among these three important aspects. Establishing a firm foundation based on carefully articulated goals enhances the administrator's ability to develop multiple skills and acquire detailed subject matter knowledge that will assist the administrator to address efficiently and effectively the plethora and pace of questions, challenges, and issues that arise. Suggestions with regard to setting goals, developing approaches to planning, and successful ways to think about time and its effective use will be presented.

Presenters: John F. Paul, Pacific Lutheran University
Michael R. Sitton, The Crane School of Music

Friday, November 17 (Continued)

PRE-MEETING WORKSHOP: NEW MUSIC ADMINISTRATORS IN HIGHER EDUCATION (Continued)

3:45 p.m. – 5:00 p.m.

Working with the Academic Community

Music administrators are faced with the ever-increasing need to work not only with individuals in their own units but also with peers in other departments and disciplines, administrators at upper levels, and community officials. Dealing with each of these constituencies requires a skill set specific to the nature of the current or desired conversation. This session will include a discussion of the relationship of music administration to academic communities within and beyond the institution. Attendees will consider the role institutional mission plays in the conversation and the importance of ensuring that institutional priorities inform the work of the music unit. Developing strong and collaborative relationships with other administrators, explaining and advocating the program within the academic community, and representing and presenting the music unit will be addressed. Maintaining multiple relationships between and among the various elements of administrative responsibility will be considered in relationship to the whole purpose of the music unit.

Presenters: John Miller, North Dakota State University
Keith C. Ward, University of Puget Sound

3:30 p.m. – 5:30 p.m.

Kierland 1 AB (L)

PRE-MEETING WORKSHOP: CREATING EFFECTIVE FORMAT A SELF-STUDIES (Continued Saturday at 8:15 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 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. The primary focus on this first day of the workshop will be the NASM *Handbook*. (*Please note: Attendees should bring along either a hard or digital copy of the current NASM Handbook and come prepared to ask questions.*)

Presenters: Calvin Hofer, Colorado Mesa University
John D. Vander Weg, Wayne State University
Resource: Kyle Dobbeck, NASM National Office

Saturday, November 18

8:00 a.m. – 5:00 p.m.

Culturekeepers West (L)

REGISTRATION

Saturday, November 18 (*Continued*)

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

Music programs are expensive on many levels and in many dimensions. Technology compounds this issue by producing additional budget pressures in terms of equipment and the need to maintain its currency. Successful financial management, therefore, requires not only detailed knowledge of costs, but also the savvy required to advocate budget needs, the ability to allocate and manage funds effectively, and the wherewithal to exercise fiscal responsibility – while at the same time dealing with issues that range from scholarships to facility maintenance and repair to faculty compensation. This session will begin with an introduction of existing realities and the pressures they bring to bear. Predominant focus will be placed on financial planning, both short- and long-range; ideas and approaches regarding budget advocacy; tips regarding budget management and the oversight and ongoing maintenance of costs and expenditures; and methods by which to approach fiscal stability in order to ensure the ongoing financial viability of the unit.

Presenters: Samuel S. Holland, Southern Methodist University
Jill Piedmont, Indiana University

9:45 a.m. – 11:00 a.m.

Working with the Faculty

Music schools and departments are complex. Inherent in complexity are challenges that must be addressed. For instance, administrators often find themselves in charge of, and having to work across, multiple discipline-specific units; responsible for a broad array of degrees by level, major, and area of emphasis; in need of finding commonalities so that resources can be maximized while at the same time emphasizing and promoting the attributes of specific areas of study. A key factor in addressing these challenges and ensuring that the complexities support, rather than constrain institutional mission, is the role assumed by the faculty. Keen leadership abilities and skills are required to navigate these circumstances, as well as manage and direct faculty resources and address the needs of faculty members. This session will focus on approaches that can assist to create and develop cultures that stress the importance of participation and collaboration, the assumption of responsibility and ownership, and the value of establishing camaraderie and respect, as well as cultures that offer permissions which enable, and protections which safeguard, innovation. The session will also focus on nuts and bolts issues such as hiring and firing; conducting annual performance reviews; promotion, tenure, and reward systems; and faculty development opportunities. A variety of situations will be presented, each followed by time for discussion.

Presenters: Uzee Brown, Jr., Morehouse College
Ernie M. Hills, California State University, Sacramento

Saturday, November 18 (Continued)

PRE-MEETING WORKSHOP: NEW MUSIC ADMINISTRATORS IN HIGHER EDUCATION (Continued)

11:15 a.m. – 12:30 p.m.

Community Relations and Fundraising

Many successful music administrators maintain extensive contacts in their local and regional communities. These contacts can prove valuable when interests arise in developing institution/community collaborations. They can also provide opportunities to develop and cultivate beneficial fundraising relationships. Fundraising, once solely the purview of the upper administration, is now a challenge and responsibility which the music administrator must face. This session will consider the strong relationship between community relations and fundraising. It will consider how performances of music, relationships with music programs in the public and private schools, the development of community support groups, and fundraising are all interlinked. Methodologies for connecting educational goals and objectives with community development goals will be explored.

Presenters: Ronald Caltabiano, DePaul University
Jon Robertson, Lynn University

12:30 p.m. – 1:15 p.m.

Box Lunch

1:15 p.m. – 2:30 p.m.

Leading and Managing from the Middle

Most music executives hold responsibilities that require them to lead and to manage—in all directions. This means that they are constantly responding to various and divergent constituencies, and therefore must develop a nimbleness that enables them to change gears quickly while balancing many balls at a time. Often music executives serve as the communication mechanism between faculty/students/staff on the one hand and upper administration on the other, between alumni/donors and appropriate institutional representatives, and between external constituencies and the institution. Maintaining open lines of communication between and among constituencies is essential and ensures that all constituencies are kept abreast of events, receive current information, and are cognizant of their ability to participate in any ongoing conversation. This presentation will provide insights into how middle managers can function effectively given the demands of the position and the delicate balance needed to be maintained, and in so doing, become leaders as well as managers.

Presenters: Linda Berna, Chicago College of Performing Arts at 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

This briefing will provide an orientation to various relationships between the work of NASM and the work of music executives. Particular attention will be given to responsibilities of serving as an institutional representative to NASM. Attendees are encouraged to read the NASM

Saturday, November 18 (Continued)

document, *Getting Your Bearings*, prior to the session. There will be brief discussions of the role of music executives in accreditation reviews, how to use NASM resources when addressing management challenges and making decisions, and relationships between the NASM policy analysis function and the professional development of music executives.

Presenter: Nora Hamme, NASM National Office

8:15 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.)*

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. The primary focus on this second day of the workshop will be the NASM Self-Study and the entire self-study process. *(Please note: Attendees should bring along either a hard or digital copy of the current NASM Handbook and come prepared to ask questions.)*

Presenters: Daniel Goble, Colorado State University
Ann B. Stutes, Wayland Baptist University

Resource: Kyle Dobbeck, NASM National Office

9:00 a.m. – 3:45 p.m. Herberger 5B (LL)

PRE-MEETING WORKSHOP: 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 will include recruitment and the development of new programs, the role of middle management during times of change, and nurturing and mentoring administrators. Hypothetical case studies will be offered and discussed.

Presenters: David Heuser, The Crane School of Music
Paul Mathews, The Peabody Institute of the
Johns Hopkins University
John E. Simons, Azusa Pacific University
Mark Wait, Vanderbilt University

Facilitator: Melissa Rose, Vanderbilt University

9:00 a.m. – 3:45 p.m. Greenway (LL)

PRE-MEETING WORKSHOP: FUNDRAISING

Deans, Directors, and Chairs are increasingly expected to devote a substantial amount of their time to development and fundraising. This workshop is designed to bring together those individuals who have considerable experience with the varied aspects of fundraising with those who wish to brush up on their skills or are just beginning in a position with responsibilities for funding their unit. The format will consist of several panels with overviews of concepts, strategies, and ample time for discussion, questions, and answers with a variety of music executive leaders.

Presenters: Jennifer Garner, University of Denver
Scott Harris, Columbus State University
Robert Walzel, University of Kansas

Facilitator: Nancy Cochran, University of Denver

Saturday, November 18 (Continued)

1:00 p.m. – 3:45 p.m.

Kirkland (LL)

**PRE-MEETING WORKSHOP FOR COMMUNITY AND
TWO-YEAR COLLEGES: THE NASM SELF-STUDY PROCESS**

Community and two-year colleges offering programs in music study represent a growing number of institutions within the NASM membership. This workshop, which will acknowledge and address many of the characteristics unique to these institutions, will provide information and guidance concerning the NASM self-study and visitation processes. A step-by-step walk-through of the nuts-and-bolts of the accreditation process will be provided. The benefits of NASM accredited institutional membership will be discussed. Participants are encouraged to pose questions during this session. Interested individuals representing community and two-year colleges at all stages of the self-study process are welcome.

Facilitator: Paul Florek, NASM National Office

Ninety-Third 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 Workshops may be found on pages 7–12. The information in those sections is not repeated below in the body of the Annual Meeting program.*

Friday, November 17

10:00 a.m. – 5:30 p.m. Culturekeepers West (L)
REGISTRATION

12:00 noon – 2:00 p.m. Noble Boardroom (LL)
EXECUTIVE COMMITTEE LUNCHEON MEETING
(Executive Committee members only)

2:30 p.m. – 3:00 p.m. Rainmakers A (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 18

8:00 a.m. – 5:00 p.m. Culturekeepers West (L)
REGISTRATION

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

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

Attendees will be welcomed to NASM with a brief orientation and introductions to Board members, Regional Chairs, and staff. The presentation of general overview information will be followed by small roundtable discussions led by Regional Chairs. Those who register in advance will be guided to review website information about NASM prior to the Annual Meeting.

Presenters: Sue Haug, Pennsylvania State University
Karen P. Moynahan, NASM National Office

5:15 p.m. – 6:30 p.m. Herberger 4A (LL)
WELCOME ROUNDTABLE FOR WOMEN MUSIC EXECUTIVES

This session welcomes music executives and provides an opportunity for positive and helpful conversation about the challenges, opportunities, and benefits inherent in the work of administrative leaders.

Facilitator: Judy Bundra, Cleveland Institute of Music

Saturday, November 18 (Continued)

6:15 p.m. – 7:30 p.m. Trailblazers (L)
RECEPTION FOR THE ASSOCIATION
Hosted by: Yamaha Corporation of America

Sunday, November 19

6:45 a.m. – 5:00 p.m. Culturekeepers West (L)
REGISTRATION

7:00 a.m. – 9:00 a.m. Trailblazers (L)
CONTINENTAL BREAKFAST FOR THE ASSOCIATION
Hosted by: Wenger Corporation

8:15 a.m.– 9:00 a.m.
REGIONAL MEETINGS: ELECTIONS AND DISCUSSION

These sessions are designed to enable the regions to welcome attendees, conduct their formal business, and begin discussion pertaining to issues of common 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 Merriam (L)
Arizona, California, Hawaii, Nevada, New Mexico, Utah
Thomas Priest, Weber State University, Chair

Region 2 Cushing A (L)
Alaska, Idaho, Montana, Oregon, Washington
Christopher Bianco, Western Washington University, Chair

Region 3 Lowell (L)
Colorado, Kansas, Missouri, Nebraska, North Dakota, South Dakota, Wyoming
David Reynolds, South Dakota State University, Chair

Region 4 Powell (L)
Illinois, Iowa, Minnesota, Wisconsin
Don Reddick, Olivet Nazarene University, Chair

Region 5 Kirkland (LL)
Indiana, Michigan, Ohio
Kathleen Hacker, University of Indianapolis, Chair

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
Armenio Suzano, Jr., Houghton College, Interim Chair

Region 7 Greenway (LL)
Florida, Georgia, North Carolina, Puerto Rico, South Carolina, Virginia
John P. Henry, Jr., North Carolina A&T State University, Chair

Region 8 Rainmakers C (LL)
Alabama, Kentucky, Mississippi, Tennessee
Caterina Bristol, Alabama State University, Chair

Sunday, November 19 (Continued)

Region 9

Rainmakers B (LL)

Arkansas, Louisiana, Oklahoma, Texas

David E. Scott, Texas A&M University - Commerce, Chair

9:15 a.m. – 11:00 a.m.

Kierland Ballroom (L)

FIRST GENERAL SESSION:

PLENARY BUSINESS MEETING AND KEYNOTE ADDRESS

Please note: For the 2017 meeting, institutional place cards will be set in reverse alphabetical order from the front to the rear of the ballroom, beginning with "Z" at the far house left end of the first row.

Call to Order and Welcome

Sue Haug, NASM President

Greetings from the European Association of Conservatoires

Eirik Birkeland, AEC President

Reports of the Commissions

Commission on Community 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

Keynote Address to the Association

Jane Chu, Chairman, National Endowment for the Arts

"The Arts in America: A Discussion on Impact, Innovation and Inclusion"

11:15 a.m. – 12:15 p.m.

Rainmakers A (LL)

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:

Kyle Dobbeck, NASM National Office

Linda Kiemel, NASM National Office

11:15 a.m. – 12:15 p.m.

Kierland 1C (L)

A CONVERSATION WITH JANE CHU

In this conversational session, Jane Chu, Chairman of the National Endowment for the Arts, will share her views regarding the critical role that the fine and performing arts play in the advancement of civilization. This session will include opportunities for attendees to ask questions and engage in a discussion about how music executives are participating in this effort of civilization building.

Guest:

Jane Chu, Chairman, National Endowment for the Arts

Moderator:

Sue Haug, Pennsylvania State University

11:15 a.m. – 12:30 p.m.

Herberger 1 (LL)

ADMINISTRATIVE CHALLENGES PART I:

DEALING WITH DIFFICULT SITUATIONS

(Repeated Sunday, 1:30 p.m. – 2:45 p.m.)

From time to time, music administrators either encounter or are called upon to deal with difficult situations. These

Sunday, November 19 (Continued)

situations can take many forms and may involve various constituents, including faculty, staff, students, parents, and the public, among others. Sometimes the administrator must take on the role of problem solver, other times the role of mediator, and is often the public face of the music unit. This session will explore and consider issues including, but not limited to, anticipating and responding to difficult situations and managing any resultant fallout, addressing faculty concerns, mediating personality conflicts, handling student complaints, addressing concerns of parents, participating in legal proceedings, and minimizing and managing exposure. 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 and realities faced today.

Presenter: Kathleen A. Rinehart, Cardinal Stritch University
Moderator: Roosevelt O. Shelton, Kentucky State University

11:15 a.m. – 12:30 p.m. **Greenway (LL)**

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 Monday from 8:00 a.m. – 9:00 a.m.)*

Presenter: Paul Florek, NASM National Office

12:30 p.m. – 1:30 p.m. **Merriam (L)**

EXECUTIVE COMMITTEE LUNCHEON MEETING *(Executive Committee members only)*

1:30 p.m. – 2:45 p.m. **Herberger 1 (L)**

ADMINISTRATIVE CHALLENGES I: DEALING WITH DIFFICULT SITUATIONS *(Repeat of Sunday, 11:15 a.m. – 12:30 p.m.)*

1:30 p.m. – 2:45 p.m. **Herberger 2 (LL)**

EFFECTIVE TEACHING/ENGAGED LEARNING PART I: THE ON RAMP

In the past, many incoming music students shared a common experience including years of formal schooling under the tutelage of a professional music educator. Today, more and more students are entering music programs with little or no formal training in music. Many of these students are self-taught. Some may perform and comprehend at high levels but lack experience with the musical notation or theory found in many school settings. They may have developed their musical abilities by way of a "non-traditional" instrument and, therefore, may have musical

Sunday, November 19 (Continued)

talents that do not naturally align with the structure and values of school music. As a result, some of these students may require additional assistance and support to ensure that they meet the music unit's admissions criteria or be in need of remediation in particular music subject areas.

Seeing value in accepting students from a wide variety of musical backgrounds and with varying degrees of "traditional" training and levels of expertise, questions emerge such as, how can music units help these "non-traditional" musicians to succeed in their programs? How can music units be ready to embrace a greater number of students with such diverse backgrounds? In what ways can music units refocus curricular programs to ensure that they are relevant and responsive to these students? What is the relationship between existing and new programs? What stays, what must be modified, what goes? Beyond the curriculum, what kinds of creative, active, and engaging experiences should institutions offer in order to draw these students to collegiate study, and once admitted, to help them hone their abilities, advance their expertise, and ultimately learn to thrive as well-rounded musicians? The presenters will explore these questions and offer time for conversation.

Presenter: Adam Kruse, University of Illinois at Urbana-Champaign

Moderator: Melissa Lewis, Southern Nazarene University

1:30 p.m. – 2:45 p.m.

Kierland 1 AB (L)

MUSIC AS A CONDUIT FOR CONNECTION

(Repeated Sunday, 3:00 p.m. – 4:15 p.m.)

Music can reach those with deep experience and expertise, as well as those who enjoy its presentation but who have not studied it in depth. It can bring together and connect even the most disparate groups of individuals and peoples. Such connections have never been more important. The members of Spektral Quartet will discuss and demonstrate how music can be used to communicate, connect, and build community cohesiveness. As well, they will offer insight into the ways newly-minted graduates can approach, and music programs can best support students as they face this important responsibility. An opportunity for questions will be provided.

Presenters: Members of Spektral Quartet

Moderator: Sue Haug, Pennsylvania State University

1:30 p.m. – 2:45 p.m.

Herberger 4A (LL)

STRATEGIC PLANNING PART I: ESTABLISHING CORE VALUES

The savvy music administrator knows the importance of and need for ongoing strategic planning. A music unit that, under the guidance of its administrator, regularly dedicates a portion of its time and energy to strategic planning lays a groundwork which helps to promote and ensure its future viability and relevance. In this session, the first of three in a sequence pertaining to strategic planning, attendees will consider the role of core values – how they are established, how they

Sunday, November 19 (Continued)

are inculcated into the collective mindset through everyday activities, and how they inform the work of the music unit.

Attendees will explore this issue by considering questions such as: What is a core value? How does a core value differ from a more peripheral one, and how is the difference ascertained? How can, and should, a music unit's stated purpose and established culture serve to shape and influence internal discussions regarding core values? What individuals and groups should be involved in the process, who should lead the process, and how should consensus be sought? Once core values have been established, how can the music administrator seek to instill in all parties a sense of shared ownership of these values? How can the administrator encourage a sense of community and promote a clear understanding of and respect for the core values of the music unit? How might faculty, staff, students, and alumni be encouraged to align their own thinking with these core values? Lastly, how can the administrator work to ensure that core values appropriately inform all major discussions and decisions within the music unit, and how can all parties endeavor to translate these shared core values into individual actions in the classroom and collective actions elsewhere? Time will be offered for questions and discussion.

Presenter: Michael Alexander, University of Northern Colorado

Moderator: Robert Shay, University of Colorado Boulder

3:00 p.m. – 4:15 p.m. Herberger 2 (LL) **EFFECTIVE TEACHING/ENGAGED LEARNING PART II:** **RETRAINING/RETOOLING**

In music, as in all subjects, it is important for faculty to work to remain informed of new developments, new techniques, and new technologies in their field and in higher education. It is equally important for faculty to remain attuned to the needs and propensities of today's students. Given limited time and resources, how can music units help to encourage faculty to remain lifelong learners? How can they encourage faculty to engage in professional development, to retrain themselves, and, when necessary, to retool? How can such professional development be aligned with the mission of the music unit? How can the music unit help to support these efforts, both from a philosophical and financial standpoint? This session will address these and other related questions.

Presenter: Alison Shaw, University of Wisconsin Oshkosh

Moderator: Charles R. Young, Baldwin Wallace University

3:00 p.m. – 4:15 p.m. Herberger 4A (LL) **STRATEGIC PLANNING PART II:** **THE ROLE AND VALUE OF EXTERNAL REVIEW**

Strategic planning is an essential aspect of the success of any music unit. A critical aspect and necessary component of any strategic planning process is the inclusion of considered and informed perspectives – those that come from within the institution and those external to it. Equally important is the inclusion of realizations, understandings, and the

Sunday, November 19 (Continued)

intelligence gained from such perspectives in the music unit's decision-making process. This session, which will focus on the role and value external review plays in the strategic planning process, is the second of three pertaining to strategic planning. It will examine in detail how successful external review can guide an institution to undertake deep and thought-provoking self-reflection, establish avenues and opportunities for probing and illuminating conversations, coalesce the community around a shared set of values, and result in actions and outcomes that not only affect and attend to the music unit's ongoing work, but as well, lay a strong foundation for its future.

The following questions will assist attendees to consider this issue in depth and are intended to promote the consideration of ideas, the sharing of best practices, and the contemplation of scenarios that can assist to ensure the effectiveness of the review process. How might the music unit approach external review, including its own process of self-reflection, to ensure that the focus of the review centers on its goals and aspirations? How might the music unit structure the external review process so that it serves as a catalyst to open and promote communication, to coalesce the community, and to build consensus? How might the music unit use the process not only to demonstrate its attention to and compliance with standards and guidelines, but to reach beyond such thresholds in its ongoing pursuit of excellence? How might the music unit use the conversations that are integral parts of external review (the on-site visit, the report of the visiting team, the response to the team report, the dialogue with the decision-making body) to challenge it to think even more deeply and advance its considerations? What steps can the music unit take to ensure that the positive momentum it has created by conducting a successful external review process continues to guide its strategic planning efforts? These questions will assist attendees to consider how external review can be used to inform and guide strategic planning, and assist an institution to implement a plan and assess its ongoing effectiveness. This session will address these and other related questions. Time will be provided for discussion.

Presenter: John W. Scheib, University of Utah

Moderator: Andrew R. Glendening, University of Redlands

3:00 p.m. – 4:15 p.m. **Kierland 1 AB (L)**

MUSIC AS A CONDUIT FOR CONNECTION

(Repeat of Sunday, 1:30 p.m. – 2:45 p.m.)

3:00 p.m. – 4:15 p.m. **Herberger 1 (LL)**

ADMINISTRATIVE CHALLENGES PART II: RECRUITMENT/ENROLLMENT

Music administrators and their colleagues in admissions are responsible for recruiting and enrolling music students in order to ensure the continued health of the music unit. At times, this can be a daunting task, for in music, it is not only the individual students and their various abilities that

Sunday, November 19 (Continued)

must be considered; it is also a matter of achieving the right balance and combination of students in order to optimize learning environments and performance opportunities.

This session will further the conversation begun at last year's Annual Meeting during the session "Recruitment and Enrollment Management" by addressing recruitment and outreach strategies, marketing opportunities, and resource and funding issues. Consideration will be given to issues facing institutions of various size. The NASM Code of Ethics and its implications regarding student recruitment will also be addressed.

Presenter: Laura Hoffman, University of Michigan

Moderator: Karen M. Bryan, University of South Florida

4:30 p.m. – 5:45 p.m.

Herberger 2 (LL)

BRIEFING FOR NASM 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 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. *(Please note: Individuals interested in becoming NASM evaluators are encouraged to contact the National Office staff for consideration for training in 2018.)*

Presenter: Karen P. Moynahan, NASM National Office

4:30 p.m. – 5:45 p.m.

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 accreditation actions or issues 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.

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

Sunday, November 19 *(Continued)*

Commission on Accreditation **Merriam (L)**

Chair: Michael D. Wilder, Wheaton College

Commission on Community college Accreditation **Lowell (L)**

Chair: William A. Meckley,
Schenectady County Community College

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

Chair: Lila Noonkester, Lander University

4:30 p.m. – 5:45 p.m. **Kierland 1C (L)**

HEARING: NASM STANDARDS FOR NON-DEGREE-GRANTING PROGRAMS

(Repeated Monday, 4:45 p.m. – 6:00 p.m.)

NASM began a multiyear review of its accreditation standards in 2015. This hearing will take comments on the present text concerning non-degree-granting programs. An electronic copy of the hearing text will be sent to all Annual Meeting attendees in advance of the meeting. Participants are encouraged to bring a marked copy to the hearing.

Moderator: Sue Haug, Pennsylvania State University

Recorder: Dan Dressen, St. Olaf College

4:30 p.m. – 5:45 p.m. **Herberger 1 (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 College Accreditation, the Association's accreditation decision-making bodies. These Commissions are responsible for ascertaining an institution's current and projected compliance with applicable standards. This includes consideration of an institution's short-term solutions and long-term plans. 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: Craig Johnson, North Park University
Marvin Lamb, University of Oklahoma

Resource: Kyle Dobbeck, NASM National Office

6:00 p.m. – 6:45 p.m. **Culturekeepers Hall (L)** **INFORMAL GATHERING OF NEW MUSIC EXECUTIVES**

Individuals attending the NASM Annual Meeting for the first time, and those in the early years of their administrative careers, are encouraged to join other new executives for an informal gathering. This gathering provides an opportunity to meet, greet, and cultivate valuable professional relationships, and to initiate conversations with other new music executives.

Sunday, November 19 *(Continued)*

6:15 p.m. – 7:30 p.m. **Trailblazers (L)**
RECEPTION FOR THE ASSOCIATION
Hosted by: Steinway & Sons

Monday, November 20

7:00 a.m. – 5:00 p.m. **Culturekeepers West (L)**
REGISTRATION

7:15 a.m. – 8:45 a.m. **Trailblazers (L)**
COFFEE AND ROLLS FOR THE ASSOCIATION
Hosted by: Society of Pi Kappa Lambda

7:30 a.m. – 8:00 a.m. **Kierland 1A (L)**
BRIEFING FOR MODERATORS AND RECORDERS

All individuals serving as moderators or recorders for the Monday morning roundtables should plan to attend this informative briefing. A member of the NASM Executive Committee and staff will offer guidance, advice, and expectations.

Presenters: Dan Dressen, St. Olaf College
Paul Florek, NASM National Office

8:00 a.m. – 11:45 a.m. **Herberger 5B (LL)**
SPECIFIC PROCEDURES FOR NASM EVALUATION

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. All three Self-Study formats (A, B, and C) will be discussed. Participants are encouraged to pose questions during this session. All interested individuals are welcome.

Presenter: Kyle Dobbeck, NASM National Office

8:00 a.m. – 9:00 a.m.
DIALOGUE SESSIONS
(Repeat of Sunday, 4:30 p.m. – 5:45 p.m.)

Commission on Accreditation **Merriam (L)**
Chair: Michael D. Wilder, Wheaton College

Commission on Community **Lowell (L)**
College Accreditation
Chair: William A. Meckley,
Schenectady County Community College

Monday, November 20 (Continued)

8:00 a.m. – 9:00 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 applicable to non-accreditation-related issues. This session will provide 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. A brief look at the NASM website, including the location of various online resources, will be included. Music executives new to NASM, or those unfamiliar with its online resources and publications, are encouraged to attend.

Presenter: Nora Hamme, NASM National Office

8:00 a.m. – 9:00 a.m. Kierland 1B (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: Paul Florek, NASM National Office

9:15 a.m. – 10:30 a.m. Herberger 4 (LL)
EFFECTIVE TEACHING/ENGAGED LEARNING PART III: EVALUATING TEACHING

Music administrators often are called upon to offer clear, cogent, and constructive feedback to their colleagues with regard to the effectiveness of their teaching methods and techniques. This can sometimes be a difficult task. Attendees will explore the issue of evaluation as they consider the following questions: How might the music administrator best prepare to offer constructive feedback? What must be accomplished/researched/reviewed prior to any conversation? What should be done in cases where improvements are needed or where techniques seem woefully out of date? How can music administrators, when necessary, promote deeper development of subject-matter knowledge, more effective classroom management techniques, more efficient delivery methods, and/or the use of more current communication practices? What are best practices, how can they be shared and incorporated into classroom teaching? How can exceptional teaching be recognized and rewarded? How can ongoing faculty development be encouraged? This session will address these and other related questions. Issues such as the use of classroom teaching evaluations, the collection and dissemination of student feedback, faculty mentorship

Monday, November 20 (Continued)

possibilities involving junior and senior faculty members, classroom observations, faculty portfolios, and elements of the promotion and tenure process will be discussed.

Presenter: Robert Duke, University of Texas at Austin
Moderator: Jason Stumbo, University of Toledo

9:15 a.m. – 10:30 a.m.

Herberger 2 (LL)

STRATEGIC PLANNING PART III: PRIORITIZATION OF RESOURCES

Given the significant pressures faced today by institutions to ensure and maintain robust enrollment, educate students to the highest possible level, and ensure that students complete curricular programs on schedule and on time, the strategic allocation of existing resources, and the pursuit and acquisition of new ones to support ongoing and projected initiatives, have become crucial aspects of the strategic planning process. Consideration should be given to potential risks and rewards; decision-making should be calculated and focused. This third and final session in the strategic planning sequence will explore issues related to the prioritization of resources.

There is no question that a measured, thoughtful, and patient approach to the prioritization and allocation of resources can yield dividends. Considering resources through the lens of the music unit's established core values and its short- and long-term priorities can prove helpful to all parties. During this phase of the strategic planning process, music administrators may wish to consider the following questions: Given the music unit's core values and short- and long-term priorities, what resources are needed in order to be successful? What is necessary to maintain the current level of operations? What is necessary to support planned growth? What resources are currently available? Are they being used to their maximum potential? What resources would be ideal? How does the institution's budgeting process impact the short- and long-term availability of resources? How are resources currently prioritized? What adjustments need to be made? What actions can be taken during times of resource scarcity or in the face of difficult financial situations? How can resource allocation be framed as an investment in the future? How can resource allocation and distribution be tied to the music unit's core values and priorities? How can music administrators effectively communicate with key decision makers, with upper administrators, and with donors in ways that advance the music unit's agenda and ensure that it has the resources it needs to support its operations and curricular programs? Once decisions are made, how are they translated into action? Various resources including, but not limited to, faculty, staff, facilities, technologies, and student aid will be discussed.

Presenter: Ronda M. Mains, University of Arkansas
Moderator: Susan D. Van Vorst, Baldwin Wallace University

Monday, November 20 (Continued)

9:15 a.m. – 10:30 a.m.

Herberger 1 (LL)

ADMINISTRATIVE CHALLENGES PART III: DEVELOPING A WELLNESS PLAN

Music units prepare students for lives in music and also for life in general. Therefore, it is of the utmost importance that music units strive not only to develop a student's musical abilities, but also to work to support the "whole student." Attention to health and wellness issues is vital when it comes to assisting students to grow and develop into contributing members of society. Music administrators must promote and support healthy practices within their own music units, but this is by no means a solo effort. Other entities and offices on campus are also a part of the health and wellness equation.

The session will include discussion of ways in which music administrators, faculty, and staff may 1) work together to create a health and wellness plan aimed at supporting the "whole student" consistent with institutional policies, 2) coordinate with other entities and offices on campus, 3) put the plan in place, 4) disseminate the plan among all faculty, staff, students, and other affected individuals, and 5) assist and guide students in ways that are consistent with the established plan. The topic of building awareness regarding health and wellness issues will also be addressed. Time for questions and discussion will be provided.

Presenter: Seth Beckman, Duquesne University

Moderator: Katherine Sekula, University of Science and Arts of Oklahoma

10:45 a.m. – 11:45 a.m.

ROUNDTABLE DISCUSSIONS BY REGION: IMAGINING THE FUTURE OF MUSIC STUDY

Although the basic tenets of music study continue to be firmly grounded in the development of student expertise, the nature of expertise may be expanding; it may be changing. Today's students face unknowns, as do those who administer music programs today. New information, new approaches, and new technologies will serve to inform or even alter how faculty teach, how students learn, and how musicians make music. New realities and opportunities will continue to emerge that will demand that music units push the boundaries of creativity and innovation. In these roundtables, attendees will explore future possibilities through their engagement with the following questions: Should/must the music unit evolve – to what advantage, to what disadvantage? What does an evolving music unit look like – its structure, its faculty, its curriculum, its methods and modes of communication? What is the impact of such evolution on the music unit's mission? What role does the evolutionary process play in the institution's efforts to distinguish itself from another? How does the music unit ascertain whether the evolutionary process is effective/successful? These roundtable discussions will offer an opportunity to envision the future.

Monday, November 20 (Continued)

Roundtable #1: Powell (L)

Representatives from Institutions in Region 1

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

Moderator: Todd E. Sullivan, Northern Arizona University

Recorder: Kirt Saville, Brigham Young University

Roundtable #2: Cushing (L)

Representatives from Institutions in Region 2

(Alaska, Idaho, Montana, Oregon, Washington)

Moderator: Faun Tanenbaum Tiedge, Linfield College

Recorder: Benjamin Brody, Whitworth University

Roundtable #3: Rainmakers B (LL)

Representatives from Institutions in Region 3

(Colorado, Kansas, Missouri, Nebraska, North Dakota, South Dakota, Wyoming)

Moderator: Katherine Norman Deardon, University of North Dakota

Recorder: Timothy Farrell, University of Nebraska at Kearney

Roundtable #4: Greenway (LL)

Representatives from Institutions in Region 4

(Illinois, Iowa, Minnesota, Wisconsin)

Moderator: Mark Smith, Chicago State University

Recorder: Brett Jones, University of Wisconsin-Superior

Roundtable #5: Herberger 1 (LL)

Representatives from Institutions in Region 5

(Indiana, Michigan, Ohio)

Moderator: Christopher D. Hayes, Ohio University

Recorder: Jeffrey E. Wright, Anderson University

Roundtable #6: Herberger 2 (LL)

Representatives from Institutions in Region 6

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

Moderator: Susan Tusing, Marshall University

Recorder: Tracy Cowden, Virginia Tech

Roundtable #7: Herberger 4 (LL)

Representatives from Institutions in Region 7

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

Moderator: Donald M. Rogers, Winthrop University

Recorder: Gena E. Poovey, Limestone College

Roundtable #8: Rainmakers A (LL)

Representatives from Institutions in Region 8

(Alabama, Kentucky, Mississippi, Tennessee)

Moderator: Donzell Lee, Alcorn State University

Recorder: Alan Goldspiel, University of Montevallo

Roundtable #9: Kierland 1A (L)

Representatives from Institutions in Region 9

(Arkansas, Louisiana, Oklahoma, Texas)

Moderator: Thomas R. Webster, East Texas Baptist University

Recorder: John Jenkins, Oral Roberts University

Monday, November 20 (Continued)

12:00 noon – 12:45 p.m.

Kierland Ballroom (L)

SECOND GENERAL SESSION

Report of the Executive Director

Election of Officers

Report of the President

1:45 p.m. – 3:00 p.m.

PROGRAMS SPONSORED BY REGIONS

(Please note: All attendees are welcome to attend any of the programs sponsored by Regions scheduled from 1:45 p.m. to 3:00 p.m. and from 3:15 p.m. to 4:30 p.m.)

Region 2

Kierland 1C (L)

(Alaska, Idaho, Montana, Oregon, Washington)

“Music and STEM Partnerships: Some Possibilities”

The presenter will discuss a variety of topics regarding collaborations between and among music units and STEM units (Science, Technology, Engineering, and Math), along with the particular benefits to students. The session will offer an opportunity for attendees to participate in a roundtable discussion regarding possibilities, realities, and strategies. Attendees are welcome and invited to share their experiences pertaining to STEM collaborations on their own campuses.

Presenter: Andrea E. Brown, University of Michigan

Moderator: Christopher Bianco, Western Washington University

Region 4

Kierland 1B (L)

(Illinois, Iowa, Minnesota, Wisconsin)

“The Demand for Online Music Courses”

The demand for online courses has increased dramatically in recent years. Universities are responding to the demand by offering online and hybrid courses in most disciplines. How prevalent are these courses in the music curriculum? How does online delivery play out in the music classroom? What topics are most appropriate to be offered through online delivery? What are the challenges music educators face given the demand for online delivery? What benefits have been realized with this method of delivery?

At this session, methods for offering online music courses will be presented by a panel of music educators currently administering online and hybrid courses. Panelists will discuss the successes and challenges they have faced and those they expect to continue to face. Opportunity will be provided for discussion and sharing of experiences.

Presenters: Allison Alcorn, Illinois State University

Rosita M. Sands, Columbia College Chicago

Moderator: Don Reddick, Olivet Nazarene University

Monday, November 20 (Continued)

Region 6

Kierland 1A (L)

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

“Coping with and Responding to State and Federal Mandates”

This session will focus on the requirements and new mandates for music programs both at the state and federal levels. Certification requirements and exams, academic literacy skills, as well as teacher performance assessments are some of the topics that will be considered. The presentation will be followed by a time for discussion, during which attendees may share information given their own perspectives and experiences.

Presenters: Jaymee Haefner, University of North Texas
Michael Thrasher, Florida State University

Moderator: Armenio Suzano, Jr., Houghton College

Region 8

Herberger 1 (LL)

(Alabama, Kentucky, Mississippi, Tennessee)

“Building a Project-Based Arts Curriculum that Supports Collaboration and Artistic Identity”

What if project-based learning, interdisciplinary teaching, and entrepreneurial exploration were infused into the curricular framework? Foundational, discipline-specific core skills can be integrated with multi-disciplinary explorations to foster unique opportunities for the creative realization of an artist’s pursuit. Leading students to explore real-world problems engages students in critical thinking and inquiry-based learning, resulting in deeper connections that emphasize application of knowledge and skills. Each artist/musician must find his/her role in society. Understanding this, a curriculum should not only develop proficiencies but also promote individual responsibility. This session will offer ideas for re-designing an arts curriculum incorporating freely-structured opportunities which allow for crossing disciplinary boundaries and for exploring the connectivity of the arts to society. Practical strategies will be offered for guiding faculty through the process of re-imagining the landscape for the training of 21st century musicians.

Presenter: Kathryn L. Fouse, Samford University

Moderator: Caterina Bristol, Alabama State University

3:15 p.m. – 4:30 p.m.

PROGRAMS SPONSORED BY REGIONS

Region 1

Kierland 1C (L)

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

“Teaching Music Theory in the 21st Century”

Given a perceived renewed interest in finding new and challenging ways to present and disseminate the new ideals in music theory pedagogy, how can music administrators and faculty best equip music programs, both in terms of environment and content, to better support the 21st century music student?

Monday, November 20 (Continued)

This interactive session will highlight some of the emerging teaching trends found in classroom teaching across the country and offer insight into how instructors are seeking to make music theory and aural skills applicable and accessible to all students. Through immediate polling, small group response, and interactive conversation, participants will be challenged to answer questions that will explore how and why we teach music theory and aural skills, particularly in a musical and institutional environment that is constantly evolving.

Presenter: Jennifer Snodgrass, Appalachian State University
Moderator: Thomas Priest, Weber State University

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

“Nuts and Bolts: Successful Management of Core Music Administration Duties”

All music executives face the need to address many of the same recurring tasks and initiatives, including developing appropriate faculty load documents, administering effective searches, nurturing new faculty members through periodic review and tenure processes, managing staff, planning, and fundraising. These topics (and others) are often characterized as the nuts and bolts of administering the successful music unit. The presenters will offer strategies and advice on some or all of these topics, as well as others suggested by the audience.

Presenters: Tayloe Harding, University of South Carolina
John Miller, North Dakota State University
Moderator: David Reynolds, South Dakota State University

Region 5 **Kierland 1A (L)** *(Indiana, Michigan, Ohio)*

“Unit Hiring of Faculty, Staff, and Student Workers in a Regulatory Environment”

This session will provide an opportunity for attendees to share experiences and information pertaining to hiring regulations and processes associated with these three position areas at institutions of higher education. From forming the search committee, to creating the position description, to the campus interview and the final selection, the process continues to present new challenges for administrators.

Presenter: Sharon Davis Gratto, University of Dayton
Moderator: Kathleen Hacker, University of Indianapolis

Region 7 **Herberger 1 (LL)** *(Florida, Georgia, North Carolina, Puerto Rico, South Carolina, Virginia)*

“Entrepreneurship for the 21st Century Music Student”

This session will explore opportunities for entrepreneurship for the 21st century music student. This session will discuss various ways in which music curricula can be adapted to meet contemporary and future needs. This presentation/

Monday, November 20 (Continued)

panel discussion will also consider the curricular elements necessary to develop a successful program. In addition, this session will demonstrate how to instill a sense of entrepreneurial spirit in young musicians who may be predominately focused on the practice room.

Presenters: Edward Jacobs, East Carolina University
John Damian Kieser, New World Symphony
David L. Perry, Anderson University
Moderator: Gloria J. Knight, Elizabeth City State University
Facilitator: John P. Henry, Jr., North Carolina A&T State University

Region 9 **Herberger 2 (LL)** *(Arkansas, Louisiana, Oklahoma, Texas)*

“The Neuroscience of Human Learning and Superior Musicianship”

Surprising findings about how the brain develops memories for skills not only make the process of music learning more understandable and interesting, but also suggest ways to make practice a more positive and productive experience. This session will discuss how interdisciplinary research informs our thinking about effective practice for learners at all levels of experience and expertise. The presenter will share recorded examples of expert-level practice and discuss the connections between strategies that work, cognition that facilitates success, and the underlying mechanisms that explain their function in human memory. The characterization of experts’ practice behavior provides an important model for the aspiring professionals that populate our schools of music.

Presenter: Amy L. Simmons, University of Texas at Austin
Moderator: David E. Scott, Texas A&M University-Commerce

4:45 p.m. – 6:00 p.m. **Kierland 1C (L)** **HEARING: NASM STANDARDS FOR NON-DEGREE-GRANTING PROGRAMS** *(Repeat of Sunday, 4:30 p.m. – 5:45 p.m.)*

NASM began a multiyear review of its accreditation standards in 2015. This hearing will take comments on the present text concerning non-degree-granting programs. An electronic copy of the hearing text will be sent to all Annual Meeting attendees in advance of the meeting. Participants are encouraged to bring a marked copy to the hearing.

Moderator: Sue Haug, Pennsylvania State University
Recorder: Dan Dressen, St. Olaf College

4:45 p.m. – 6:00 p.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. Following a brief introduction to the higher education

Monday, November 20 (Continued)

and policy landscapes, this session will address the current political climate; various pressures on institutions; and current and prospective federal policies, laws, and regulations affecting higher education and the arts. This briefing will take a non-partisan policy analysis approach, looking at the ramifications and costs of various options and probabilities. Time for questions and discussion will be provided.

Presenter: Paul Florek, NASM National Office

4:45 p.m. – 6:00 p.m. Herberger 1 (LL) DESIGNING AN UNDERGRADUATE DEGREE

From time to time, and for a variety of reasons, music 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 music unit, how the degree will dovetail with and support these missions, the students to be served, the coursework necessary to develop desired competencies, and the availability of applicable faculty expertise. 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 structural 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.

Presenter: Karen P. Moynahan, NASM National Office

4:45 p.m. – 6:00 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: Don N. Parker, Fayetteville State University

4:45 p.m. – 6:00 p.m. Kierland 1B (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: Mary Hellmann, Chowan University

Monday, November 20 (Continued)

4:45 p.m. – 6:00 p.m. Greenway (LL)
OPEN FORUM: ISSUES IN SACRED MUSIC/WORSHIP STUDIES

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

Moderator: C. David Keith, Mercer University

4:45 p.m. – 6:00 p.m. Powell (L)
ROUNDTABLE FOR COMMUNITY AND TWO-YEAR COLLEGES

This interactive session will provide an opportunity to brainstorm and discuss ideas and best practices of particular relevance to community and two-year colleges. Participants will be encouraged to share information from their own institutions, followed by a time for reflection and discussion. Attendance is open to all interested individuals.

Moderator: Hsien-Ann Meng, Howard Community College

Tuesday, November 21

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

9:30 a.m.
ADJOURNMENT

**National Association of Schools of Music
Ninety-Fourth Annual Meeting
November 16–20, 2018
Omni Shoreham Hotel
Washington, District of Columbia**

NASM Officers, Board, Commissions, Committees, and Staff for 2017

President

- ** Sue Haug (2018)
Pennsylvania State University

Vice President

- ** Dan Dressen (2018)
St. Olaf College

Treasurer

- ** Jeffrey L. Pappas (2019)
University of Tennessee

Secretary

- ** Tayloe Harding (2017)
University of South Carolina

Executive Director

- ** Karen P. Moynahan

Immediate Past President

- * Mark Wait (2018)
Vanderbilt University

Non-Degree-Granting Member, Board of Directors

- * Kate M. Ransom (2017)
The Music School of Delaware

Commission on Community College Accreditation

- * William A. Meckley, *Chair* (2017)
Schenectady County Community College
- Cynthia Bridges (2019)
Del Mar College
- Patricia P. Crossman (2018)
The Community College of Baltimore County

Commission on Accreditation

- ** Michael D. Wilder, *Chair* (2019)
Wheaton College
- ** Peter T. Witte, *Associate Chair* (2019)
University of the Pacific
- Nancy Cochran (2017)
University of Denver
- C. Brad Foley (2017)
University of Oregon
- David Gier (2017)
University of Iowa
- Daniel Goble (2018)
Colorado State University
- Calvin Hofer (2017)
Colorado Mesa University
- S. Kay Hoke (2019)
Gettysburg College
- H. Keith Jackson (2019)
West Virginia University
- Dale E. Monson (2018)
University of Georgia
- Linda A. Monson (2019)
George Mason University

Commission on Accreditation, *Continued*

John F. Paul (2018)
Pacific Lutheran University
Karl Paulnack (2017)
Ithaca College
T. Clark Saunders (2017)
The Hartt School
Michael R. Sitton (2019)
The Crane School of Music
Ann B. Stutes (2018)
Wayland Baptist University
John D. Vander Weg (2018)
Wayne State University
Robert Walzel (2019)
University of Kansas

Public Members of the Commissions and Board of Directors

- * Laurie Locke
Georgetown, Texas
- * Kelly Lormore
Indianapolis, Indiana
- * Cari Peretzman
Lewisville, Texas

Regional Chairs

Region 1

- * Thomas Priest, *Chair* (2018)
Weber State University
Arizona, California, Hawaii, Nevada, New Mexico, Utah

Region 2

- * Christopher Bianco, *Chair* (2018)
Western Washington University
Alaska, Idaho, Montana, Oregon, Washington

Region 3

- * David Reynolds, *Chair* (2018)
South Dakota State University
Colorado, Kansas, Missouri, Nebraska, North Dakota, South Dakota, Wyoming

Region 4

- * Don Reddick, *Chair* (2017)
Olivet Nazarene University
Illinois, Iowa, Minnesota, Wisconsin

Region 5

- * Kathleen Hacker, *Chair* (2017)
University of Indianapolis
Indiana, Michigan, Ohio

Region 6

- * Armenio Suzano, Jr., *Interim Chair* (2017)
Houghton College
Connecticut, Delaware, District of Columbia, Maine, Maryland, Massachusetts, New Hampshire, New Jersey, New York, Pennsylvania, Rhode Island, Vermont, West Virginia

Region 7

- * John P. Henry, Jr., *Chair* (2019)
North Carolina A&T State University
*Florida, Georgia, North Carolina, Puerto Rico,
South Carolina, Virginia*

Region 8

- * Caterina Bristol, *Chair* (2019)
Alabama State University
Alabama, Kentucky, Mississippi, Tennessee

Region 9

- * David E. Scott, *Chair* (2019)
Texas A&M University-Commerce
Arkansas, Louisiana, Oklahoma, Texas

Committee on Ethics

- Lila Noonkester, *Chair* (2017)
Lander University
- Donna M. Bohn (2019)
MidAmerica Nazarene University
- Gary Mortenson (2018)
Baylor University

Nominating Committee

- Judy Bundra, *Chair* (2017)
Cleveland Institute of Music
- Earnest L. Lamb (2017)
Minnesota State University Moorhead
- Faun Tanenbaum Tiedge (2017)
Linfield College
- Susan D. Van Vorst (2017)
Baldwin Wallace University

National Office Staff

- ** Karen P. Moynahan, *Executive Director*
- Tracy L. Maraney, *Management Associate for Finance
and Operations*
- Kyle Dobbbeck, *Accreditation Assistant*
- Erin Fiorelli, *Accreditation and Research Assistant*
- Paul J. Florek, *Assistant to the Executive Director*
- Nora Hamme, *Accreditation Assistant*
- Julia Harbo, *Communications and Publications Coordinator
(Part-Time)*
- Linda Kiemel, *Accreditation Assistant*
- Jenny R. Kuhlmann, *Data and Records Associate*
- Stacy A. McMahon, *Office Manager (Part-Time)*
- Lisa A. Ostrich, *Meetings and Projects Associate*
- Sarah Yount, *Programming and External Affairs Associate
(Part-Time)*

