

NATIONAL ASSOCIATION OF SCHOOLS OF MUSIC

Ninety-Fourth Annual Meeting

Program

November 16 – 20, 2018

Omni Shoreham Hotel
Washington, D.C.

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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.*

Sunday, November 11

3:00 p.m. – 5:00 p.m. Hampton (Lobby Level)
COMMISSION ON ACCREDITATION
(Commission members only)

Monday, November 12

9:00 a.m. – 5:00 p.m. Hampton (Lobby Level)
COMMISSION ON ACCREDITATION
(Commission members only)

Tuesday, November 13

9:00 a.m. – 5:00 p.m. Hampton (Lobby Level)
COMMISSION ON ACCREDITATION
(Commission members only)

Wednesday, November 14

9:00 a.m. – 5:00 p.m. Hampton (Lobby Level)
COMMISSION ON ACCREDITATION
(Commission members only)

3:30 p.m. – 5:00 p.m. Committee (Lobby Level)
COMMISSION ON COMMUNITY COLLEGE ACCREDITATION
(Commission members only)

Thursday, November 15

9:00 a.m. – 5:00 p.m. Hampton (Lobby Level)
COMMISSION ON ACCREDITATION
(Commission members only)

9:00 a.m. – 5:00 p.m. Committee (Lobby Level)
COMMISSION ON COMMUNITY COLLEGE ACCREDITATION
(Commission members only)

Friday, November 16

9:00 a.m. – 12:00 noon Hampton (Lobby Level)
COMMISSION ON ACCREDITATION
(Commission members only)

9:00 a.m. – 12:00 noon Committee (Lobby Level)
COMMISSION ON COMMUNITY COLLEGE ACCREDITATION
(Commission members only)

Friday, November 16 (Continued)

10:00 a.m. – 5:30 p.m. West Registration Desk (Lobby Level)
REGISTRATION

2:00 p.m. – 5:30 p.m. Governor's Boardroom (Lobby Level)
WORKSHOP FOR VISITING EVALUATORS
(Continued on 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 current *NASM 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 2019.)*

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

Resource: Nora Hamme, NASM National Office

2:00 p.m. – 5:30 p.m. Executive (Lobby Level)
WORKSHOP FOR EXPERIENCED EVALUATORS
(Continued on 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 2019.)*

Facilitators: 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. Capitol (Lobby Level)
WORKSHOP FOR VISITING EVALUATORS
DINNER MEETING *(by invitation only)*

6:00 p.m. – 7:30 p.m. Embassy (Lobby Level)
WORKSHOP FOR EXPERIENCED EVALUATORS
DINNER MEETING *(by invitation only)*

Saturday, November 17

8:00 a.m. – 5:00 p.m. West Registration Desk (Lobby Level)
REGISTRATION

9:00 a.m. – 5:00 p.m. Governor's Boardroom (Lobby Level)
WORKSHOP FOR VISITING EVALUATORS
(Continuation of Friday, 2:00 p.m. – 5:30 p.m.)

9:00 a.m. – 5:00 p.m. Executive (Lobby Level)
WORKSHOP FOR EXPERIENCED EVALUATORS
(Continuation of Friday, 2:00 p.m. – 5:30 p.m.)

Saturday, November 17 (Continued)

10:00 a.m. – 12:30 p.m.

Calvert (Lobby Level)

WORKSHOP FOR VISITING EVALUATORS OF COMMUNITY AND TWO-YEAR COLLEGES

This workshop will provide training to music administrators of community and two-year colleges interested in becoming visiting evaluators for NASM. Fundamentals of the accreditation process, and the roles and responsibilities of visiting evaluators will be discussed in detail. Significant time will be spent discussing NASM expectations with regard to Self-Study submissions and Self-Study documentation. An overview of the current *Handbook* and its constituent parts will be provided. Standards and guidelines and their application to applicant institutions will receive considerable attention as potential evaluators are guided through the process of on-site review. Further specific attention will be devoted to guidelines that speak to the preparation of Visitors' Reports. *(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 2019.)*

Facilitators: Eric W. Unruh, Casper College
Paul J. Florek, NASM National Office

10:00 a.m. – 12:30 p.m.

Embassy (Lobby Level)

WORKSHOP FOR VISITING EVALUATORS OF NON-DEGREE-GRANTING INSTITUTIONS

This workshop will provide training to music administrators of non-degree-granting institutions interested in becoming visiting evaluators for NASM. Fundamentals of the accreditation process, and the roles and responsibilities of visiting evaluators will be discussed in detail. Significant time will be spent discussing NASM expectations with regard to Self-Study submissions and Self-Study documentation. An overview of the current *Handbook* and its constituent parts will be provided. Standards and guidelines and their application to applicant institutions will receive considerable attention as potential evaluators are guided through the process of on-site review. Further specific attention will be devoted to guidelines that speak to the preparation of Visitors' Reports. *(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 2019.)*

Facilitators: Kate M. Ransom, The Music School of Delaware
Karen P. Moynahan, NASM National Office

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.*

Friday, November 16

**10:00 a.m. – 5:30 p.m. West Registration Desk (Lobby Level)
REGISTRATION**

2:00 p.m. – 5:00 p.m. Congressional (Lobby Level)

PRE-MEETING WORKSHOP:

NEW MUSIC ADMINISTRATORS IN HIGHER EDUCATION

(Continued on 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,
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.

Friday, November 16 (Continued)

2:00 p.m. – 5:00 p.m.

Congressional (Lobby Level)

PRE-MEETING WORKSHOP:

NEW MUSIC ADMINISTRATORS IN HIGHER EDUCATION (Continued)

2:15 p.m. – 3:30 p.m.

Goals, Planning, and Time Management (Continued)

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: Roosevelt O. Shelton, Jackson State University
Michael R. Sitton, The Crane School of Music

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 as they relate to the purpose(s) of the music unit.

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

3:30 p.m. – 5:30 p.m.

Diplomat (Lobby Level)

PRE-MEETING WORKSHOP:

CREATING EFFECTIVE FORMAT A SELF-STUDIES

(Continued on 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 either a hard or downloaded electronic copy of the current NASM Handbook and come prepared to ask questions.)

Presenters: Calvin Hofer, Colorado Mesa University
Dale E. Monson, University of Georgia

Resource: Kyle Dobbeck, NASM National Office

Saturday, November 17

8:00 a.m. – 5:00 p.m. West Registration Desk (Lobby Level)
REGISTRATION

8:15 a.m. – 3:00 p.m. Congressional (Lobby Level)

PRE-MEETING WORKSHOP:

BUILDING AND RENOVATING FUTURE-READY FACILITIES

Ensuring access to and use of facilities which not only support adequately an institution's current curricular offerings and activities in music but provide to an institution the latitude to advance its planned initiatives as well as to prepare for and address future unknowns, are critical components of an institution's ability to deliver its educational programs and experiences to music students and to engage with the community effectively. Whether designing new or renovating existing spaces, these considerations, as well as those related to health and safety, multi-functionality of space, technology and associated advancements such as distance delivery and cyber collaboration, and audience interaction and engagement, must be considered and factored appropriately into decision-making processes. A panel of experts will provide an overview of a variety of basic architectural and acoustical topics related to the planning, designing, and construction of new facilities, as well as the renovation of existing facilities.

Presenters: David W. Kahn, Acoustic Distinctions
Joseph W.A. Myers, Kirkegaard Associates
Jamie Milne Rojek, HGA Architects and Engineers
Stephen Weeks, Bora
Amy Braford Whittey, HGA Architects and Engineers
Todd Wilson, Michigan State University

Facilitator: James B. Forger, Michigan State University

8:15 a.m. – 3:45 p.m. Palladian (Lobby Level)

PRE-MEETING WORKSHOP:

NEW MUSIC ADMINISTRATORS IN HIGHER EDUCATION

(Continuation of Friday, 2:00 p.m. – 5:30 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

Saturday, November 17 (Continued)

8:15 a.m. – 3:45 p.m.

Palladian (Lobby Level)

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

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

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
Robert L. Elliott, Tennessee State University

12:30 p.m. – 1:15 p.m.

Box Lunch

Saturday, November 17 (Continued)

8:15 a.m. – 3:45 p.m.

Palladian (Lobby Level)

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

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,
Roosevelt University
Peter J. Cooper, Southern Adventist 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 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.

Diplomat (Lobby Level)

**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

Saturday, November 17 (Continued)

8:15 a.m. – 3:45 p.m.

Diplomat (Lobby Level)

PRE-MEETING WORKSHOP:

CREATING EFFECTIVE FORMAT A SELF-STUDIES (Continued)

(Continuation of Friday, 3:30 p.m. – 5:30 p.m.)

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

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

Resource: Kyle Dobbeck, NASM National Office

9:00 a.m. – 3:45 p.m.

Ambassador (Lower Level)

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.

Facilitators: Kristen Queen, Texas Christian University
John E. Simons, Azusa Pacific University

1:15 p.m. – 3:45 p.m.

Hampton (Lobby Level)

PRE-MEETING WORKSHOP FOR COMMUNITY AND TWO-YEAR COLLEGES: THE 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 J. Florek, NASM National Office

Ninety-Fourth 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.*
- *Please see pages 4 – 6 of this program for meeting times and locations for Commission Activities and Workshops for Evaluators. 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 16

**10:00 a.m. – 5:30 p.m. West Registration Desk (Lobby Level)
REGISTRATION**

**12:00 noon – 2:00 p.m. Capitol (Lobby Level)
EXECUTIVE COMMITTEE LUNCHEON MEETING**
(Executive Committee members only)

**2:30 p.m. – 3:00 p.m. Hampton (Lobby Level)
ORIENTATION FOR NEW BOARD MEMBERS**
(Board of Directors members only)

**3:00 p.m. – 5:00 p.m. Hampton (Lobby Level)
BOARD OF DIRECTORS MEETING**
(Board of Directors members only)

Saturday, November 17

**8:00 a.m. – 5:00 p.m. West Registration Desk (Lobby Level)
REGISTRATION**

**8:00 a.m. – 9:30 a.m. Hampton (Lobby Level)
BOARD OF DIRECTORS BREAKFAST SEMINAR MEETING**
(Board of Directors members only)

**4:00 p.m. – 5:00 p.m. Congressional (Lobby Level)
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. Palladian (Lobby Level)
WELCOME ROUNDTABLE FOR WOMEN MUSIC EXECUTIVES**

Attendees will enumerate some of the most salient current issues facing music administrators today. Guided by the facilitator, the music executives in attendance will consider together and discuss the challenges, opportunities, and realities posed by each.

Facilitator: Caterina Bristol, Alabama State University

Saturday, November 17 (Continued)

6:15 p.m. – 7:30 p.m. Empire (Lower Level)
RECEPTION FOR THE ASSOCIATION

Hosted by: Yamaha Corporation of America

Sunday, November 18

6:45 a.m. – 5:00 p.m. West Registration Desk (Lobby Level)
REGISTRATION

7:00 a.m. – 8:45 a.m. Blue Room (Lobby Level)
CONTINENTAL BREAKFAST FOR THE ASSOCIATION

Hosted by: Wenger Corporation

7:30 a.m. – 8:00 a.m. Congressional A (Lobby Level)
BRIEFING FOR MODERATORS AND RECORDERS

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

Presenter: Dan Dressen, St. Olaf College

Resource: Paul J. Florek, NASM National Office

8:00 a.m. – 8:45 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 1, 2, and 3 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 Regions 1, 3, 5, 7, and 9 will be presented Monday, 1:45 p.m. – 3:00 p.m.; sessions developed by Regions 2, 4, 6, and 8 will be presented Monday, 3:15 p.m. – 4:30 p.m.

Region 1 Governor's Boardroom (Lobby Level)

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

Thomas Priest, Weber State University, Chair

Region 2 Embassy (Lobby Level)

Alaska, Idaho, Montana, Oregon, Washington

Christopher Bianco, Western Washington University, Chair

Region 3 Congressional B (Lobby Level)

Colorado, Kansas, Missouri, Nebraska, North Dakota,

South Dakota, Wyoming

David Reynolds, South Dakota State University, Chair

Region 4 Executive (Lobby Level)

Illinois, Iowa, Minnesota, Wisconsin

Mark Smith, Chicago State University, Chair

Region 5 Hampton (Lobby Level)

Indiana, Michigan, Ohio

Kathleen Hacker, University of Indianapolis, Chair

Region 6 Palladian (Lobby Level)

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, Chair

Sunday, November 18 (Continued)

8:00 a.m. – 8:45 a.m.

REGIONAL MEETINGS (Continued)

Region 7 **Diplomat (Lobby Level)**

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

John P. Henry, Jr., North Carolina Agricultural and Technical
State University, Chair

Region 8 **Ambassador (Lower Level)**

Alabama, Kentucky, Mississippi, Tennessee

Caterina Bristol, Alabama State University, Chair

Region 9 **Empire (Lower Level)**

Arkansas, Louisiana, Oklahoma, Texas

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

9:00 a.m. – 10:15 a.m. **Regency Ballroom (Lower Level)**

FIRST GENERAL SESSION:

PLENARY BUSINESS MEETING

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

Announcements

Consideration of Proposed *Handbook* Amendments

Report of the Nominating Committee

Report of the President

10:30 a.m. – 11:30 a.m. **Capitol (Lobby Level)**

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: Adèle-Marie Buis, NASM National Office
Kyle Dobbeck, NASM National Office

10:30 a.m. – 11:45 a.m. **Palladian (Lobby Level)**

RECRUITMENT AND RETENTION: ESTABLISHING PIPELINES, MANAGING THE COHORT, STEMMING ENROLLMENT DECLINE

Music administrators and their colleagues in admissions are responsible for recruiting and enrolling students, and in doing so to ensure that there exists an appropriate and healthy balance between the size and scope of the unit's offerings and resources. Attention to such issues is critical if the long-term health of the music unit is to be assured. This is a formidable task given the growing number of curricular majors, minors, and specializations that institutions are seeking to offer; shifts in student interests within various music specializations; and the stiff competition that exists to attract and enroll students. This session will advance the conversations that took place in 2016 and 2017. Particular emphasis will be placed on enhancing conversations and establishing pipelines with

Sunday, November 18 (Continued)

10:30 a.m. – 11:45 a.m. Palladian (Lobby Level)
**RECRUITMENT AND RETENTION: ESTABLISHING PIPELINES,
MANAGING THE COHORT, STEMMING ENROLLMENT
DECLINE (Continued)**

community and two-year institutions and secondary schools, managing the enrolled cohort to ensure that optimal learning environments are in place and resources are maximized; and approaches that can be employed to stem, if not counteract, declining enrollments. An opportunity for discussion will be provided.

Presenters: Jennifer Jablonski, University of South Carolina
Frederick Peterbark, Ithaca College

Moderator: Donald M. Rogers, Winthrop University

10:30 a.m. – 11:45 a.m. Ambassador (Lower Level)
**ESTABLISHING THE ROLES AND IMPLEMENTING THE
RESPONSIBILITIES OF THE MUSIC ADMINISTRATOR**

Despite the multitude of connections that must be established, collaborations that must be forged, communications that must be maintained, and the multitude of meetings that must be held and attended, the position of music administrator can be a surprisingly solitary place at times. The music administrator, having risen from within the ranks of the faculty, may find that aspects of past relationships must now be left behind as newly acquired administrative duties take precedence and demand the establishment necessary boundaries. As well, the music administrator, joining the administrative ranks, may find that competition for attention from the upper administration is fierce; tactical planning, given the level of savvy held by peers, is a must; inroads that pave the way and enable necessary advancement are not always smooth; and defending and protecting the status quo is a daily necessity. These challenges can be compounded when the visions, priorities, and needs of administrators and faculty do not align. In order to maintain an equilibrium that ensures the ongoing success of the music unit, the music administrator must orchestrate in fine detail all aspects of these connections. The task at times can prove formidable, more so if the administrator does not have a strong support system. This session will offer attendees an opportunity to explore the complexities inherent in the role of the music administrator and consider practices and approaches which may lend assistance and support.

Presenters: Curt Scheib, Seton Hill University
Jeffrey E. Wright, Anderson University (Indiana)

Moderator: Thomas R. Webster, East Texas Baptist University

10:30 a.m. – 11:45 a.m. Hampton (Lobby Level)
MANAGING POWER STRUCTURES AND THEIR DYNAMICS
(Repeated at 1:15 p.m. – 2:30 p.m.)

Within an academic setting there are inherent conditions which create natural power structures—structures based on hierarchies, the possession of subject-matter knowledge, status, position, and the like. The careful tending and nurturing of these structures can result in positive outcomes which can benefit institutions and the individuals that work within them. Such structures can help to spur research, healthy competition, and the desire for advancement.

Sunday, November 18 (Continued)

10:30 a.m. – 11:45 a.m. **Hampton (Lobby Level)**

MANAGING POWER STRUCTURES AND THEIR DYNAMICS (Continued)

(Repeated at 1:15 p.m. – 2:30 p.m.)

However, there are also inherent risks which, if left unwatched and unchecked, can provide opportunities for individuals, who have acquired the powers the positions bestow, to abuse them. Relationships forged to promote learning and scholarship can shift. Evaluation criteria can shift. Mutually constructed and negotiated boundaries can shift. Equitable balances of power can shift. This places on the music administrator the responsibility to not only be aware of existing and ever-changing complex power dynamics, but to understand their natures and propensities. This session will assist attendees to (1) learn how to recognize power structures and, once recognized, manage them in healthy and productive fashions, (2) address and dismantle existing dysfunctional structures, and (3) create and promote atmospheres that discourage and prevent the creation of unwanted structures. Time for questions will be offered.

Presenter: Nadine J. Kaslow, Emory University

Moderator: Michael D. Wilder, Wheaton College

10:30 a.m. – 11:45 a.m. **Diplomat (Lobby Level)**

THE INVALUABLE ROLE STRATEGIC THINKING PLAYS IN THE DECISION-MAKING PROCESS

During the course of any given day the number of decisions a music administrator is called upon to make can be staggering. Issues ranging from the simple to the complex, from the non-essential to the critical demand attention and consideration. Each decision is important unto itself, but as well, each is part of the effort that dictates the music unit's current and future path. The success of any decision-making process is dependent then upon the strategic vision held by the music executive. There are many aspects to developing a strategic vision, paramount among them is the ability to think strategically—the ability to consider issues from multiple perspectives and in multiple dimensions, the ability to identify the components of complex initiatives or systems and observe the relationships that exist between and among them, the ability to identify risks and opportunities, and the ability to parse and synthesize the information that strategic thinking brings to light. Attendees will explore artful ways to hone strategic thinking expertise and consider how the results of strategic thinking efforts can provide valuable assistance in decision-making and action planning processes.

Presenter: Keith H. Ferguson, Army Logistics University

Moderator: Amy B. Graziano, Chapman University

10:30 a.m. – 11:45 a.m. **Empire (Lower Level)**

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,

Sunday, November 18 (Continued)

10:30 a.m. – 11:45 a.m. Empire (Lower Level)

HEADS PART I: COMPLETING AND SUBMITTING THE HEADS DATA SURVEY (Continued)

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 offered Monday, 8:00 a.m. – 9:00 a.m.)

Presenter: Nora Hamme, NASM National Office

1:15 p.m. – 2:30 p.m. Hampton (Lobby Level)

MANAGING POWER STRUCTURES AND THEIR DYNAMICS

(Repeat of 10:30 a.m. – 11:45 a.m.)

1:15 p.m. – 2:30 p.m. Ambassador (Lower Level)

UNDERSTANDING THE PSYCHOLOGICAL CHALLENGES FACED BY MUSIC STUDENTS

Many factors can influence the psychological health and wellness of music students today. It is not hard to imagine that the rigors of music training can have a profound effect on the physical health of a music student. A healthy lifestyle, which includes elements such as diet, environments, and exercise, is often listed first among the most important contributors to psychological health and wellness. However, it would be true to suggest that the challenges faced by music students today extend far beyond just the physical and can include social, emotional, and behavioral obstacles as well. These psychological challenges can arise in various forms and arrive with varying intensities. Demands on time can breed stress. Perfectionism and competitiveness can breed anxiety. A singular focus on music can result in an imbalance between a musician's professional and personal life. Incidents of campus violence can breed fear. Wellness involves a personal investment in psychological fitness. As music administrators, we may be ill-equipped to address such issues, much less have the tools necessary to guide our faculty and staff members to recognize when students are in need of help or intervention. What are the signs of a brewing problem? When is proactive action necessary? What might that action be—when the issue is evident and is disclosed; when the issue is evident but not disclosed? How can/should we direct a student in need? Today's presenter will address these questions, and in doing so, strive to deepen the awareness of music administrators, and bring to light some of the issues that are prevalent on campuses today. Time for discussion will be provided.

Presenter: Ralph A. Manchester, M.D., University of Rochester

Moderator: Sergio H. Ruiz, University of Nebraska – Lincoln

1:15 p.m. – 2:30 p.m. Diplomat (Lobby Level)

TRAINING MUSICIANS TODAY, TOMORROW, AND BEYOND

This year's freshman class will retire in 2065. What lies ahead for these individuals is challenging to predict given today's rate of change. A study of emerging trends might offer a glimpse into the future and serve to inform our ongoing conversations. Regardless of what any glimpse might reveal, we are faced with a singular and critically important question, how do we prepare our students for their future? As we consider this question, we must also consider others.

Sunday, November 18 (Continued)

1:15 p.m. – 2:30 p.m.

Diplomat (Lobby Level)

TRAINING MUSICIANS TODAY, TOMORROW, AND BEYOND (Continued)

What will change? What will endure? Why? What will the opportunities of tomorrow look like? Where will they be found? What opportunities will be student-driven? How might emerging trends inform our conversations regarding our curricula, and the habits and cultures that shape our institutions? Many of us and our colleagues were educated in an era of specialization, and in our pursuits, have remained somewhat true to our specializations. It seems unlikely that our students will follow similar paths. Our students today will enter an era that demands that they possess multiple skills, that they be able to perform in varied settings, and that they are actively involved in creating meaningful new work. This session will explore current and forward-looking approaches in academia and in the worlds of music that may shape our curricular conversations at our home institutions. Panel members will explore the impact anticipated change will have on curricula, ensembles, classes, approaches to teaching, faculty, and the like. Attendees will be offered a permission to think beyond the typical, and to conceive of how we might shape our future.

Presenters: Regina Carter, Violinist
Alexandra Gardner, Composer
William Robin, University of Maryland, College Park
Moderator: Peter T. Witte, University of the Pacific

1:15 p.m. – 2:30 p.m.

Palladian (Lobby Level)

EFFECTIVE TEACHING/ENGAGED LEARNING: PEDAGOGICAL PRACTICES

Extending the conversation begun in 2017 pertaining to the education and training of “non-traditional” music students—those entering music programs with a wide variety of musical backgrounds and varying degrees of “traditional” training and levels of expertise, this session will devote attention to the consideration of various pedagogical practices. Historically, music has been taught in schools using a teacher-centric system. The teacher is the center of attention in classes, lessons, and large ensembles. This method of teaching has helped the profession produce outstanding students and performances at all levels. However, is it time and is it prudent to consider whether other pedagogical practices could provide equally effective benefits and outcomes? As an example, learner-centered pedagogical approaches employed in learner-centered classrooms can provide to students significant amounts of autonomy over their learning environment and accommodate for students’ individual interests and differences. With an interest in contemplating approaches that might enhance music teaching and learning, consideration of several questions may help attendees examine possibilities. What benefits result from teacher-centered learning experiences, from student-centered learning experiences? How do the results differ? How might these experiences serve to broaden and deepen the expertise of music students? If student-centered learning is a path chosen, how likely are we to be able to adapt to change? How might student-centered learning lead students to engage more deeply in their own learning? What impact will this type of

Sunday, November 18 (Continued)

1:15 p.m. – 2:30 p.m. Palladian (Lobby Level) EFFECTIVE TEACHING/ENGAGED LEARNING: PEDAGOGICAL PRACTICES (Continued)

learning have on curricular offerings? This session will provide an opportunity for attendees to consider various practices and their potential benefits. Time will be offered for conversation and discussion.

Presenters: Edward W. Sarath, University of Michigan
David A. Williams, University of South Florida

Moderator: Robert Walzel, University of Kansas

2:45 p.m. – 6:15 p.m. Empire (Lower Level) 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 bring either a hard or downloaded electronic copy of the current NASM *Handbook* and come prepared to ask questions. All interested individuals are welcome.

Presenter: Kyle Dobbeck, NASM National Office

2:45 p.m. – 4:00 p.m. ROUNDTABLE DISCUSSIONS BY SIZE AND TYPE OF INSTITUTION

Roundtable discussion sessions offer to participants from institutions of similar size and type the opportunity to examine and reflect upon issues of shared interest and concern. Attendees are asked to consider in advance topics of importance, to frame the issues related to the topics, and to come prepared to share with colleagues thoughts, ideas, and concerns. Participants will be asked to think deeply about and discuss in detail the issues and ideas presented. Rather than discussing in brief a multitude of topics, attendees may wish to explore deeply several of the most salient. Topics for discussion may be informed by the focus of the sessions included in this year's Annual Meeting program.

Roundtable #1 Ambassador (Lower Level) Large Public Institutions (Attendee Last Names A-G)

Moderator: Lori DeBoy, University of Maryland, College Park

Recorder: James Byo, Louisiana State University

Roundtable #2 Capitol (Lobby Level) Large Public Institutions (Attendee Last Names H-O)

Moderator: William Mathis, Bowling Green State University

Recorder: Kevin Robert Orr, University of Florida

Sunday, November 18 (Continued)

2:45 p.m. – 4:00 p.m.

ROUNDTABLE DISCUSSIONS BY SIZE AND TYPE OF INSTITUTION (Continued)

Roundtable #3 Cabinet (Lobby Level) Large Public Institutions (Attendee Last Names P-Z)

Moderator: Noel Zahler, Texas Tech University

Recorder: Edward Reid, University of Arizona

Roundtable #4 Hampton (Lobby Level) Mid-Size Public Institutions (All)

Moderator: Lucia Unrau, Murray State University

Recorder: Vanessa Sielert, University of Idaho

Roundtable #5 Palladian (Lobby Level) Small Public Institutions (Attendee Last Names A-K)

Moderator: Stephen D. Clickard, Bloomsburg University of Pennsylvania

Recorder: Susan Harvey, Midwestern State University

Roundtable #6 Diplomat (Lobby Level) Small Public Institutions (Attendee Last Names L-Z)

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

Recorder: Christopher David Ragsdale, University of Alabama in Huntsville

Roundtable #7 Governor's Boardroom (Lobby Level) Medium to Large Private Institutions (All)

Moderator: Lisa Brooks, Butler University

Recorder: Brian Sweigart, Cleveland Institute of Music

Roundtable #8 Congressional A (Lobby Level) Small Private Institutions (Attendee Last Names A-E)

Moderator: Carole C. Blankenship, Rhodes College

Recorder: Lee Cioppa, The Colburn School

Roundtable #9 Congressional B (Lobby Level) Small Private Institutions (Attendee Last Names F-L)

Moderator: Ladd Faszold, Missouri Baptist University

Recorder: Angela Holder, Carson-Newman University

Roundtable #10 Senate (Lobby Level) Small Private Institutions (Attendee Last Names M-Q)

Moderator: Grace Muzzo, York College of Pennsylvania

Recorder: Ken Phillips, Palm Beach Atlantic University

Roundtable #11 Embassy (Lobby Level) Small Private Institutions (Attendee Last Names R-Z)

Moderator: Roseanne K. Rosenthal, VanderCook College of Music

Recorder: Julia Randel, University of Dayton

4:15 p.m. – 5:30 p.m.

Diplomat (Lobby Level)

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

Sunday, November 18 (Continued)

4:15 p.m. – 5:30 p.m. **Diplomat (Lobby Level)** **BRIEFING FOR NASM EVALUATORS (Continued)**

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 2019.)

Presenter: Karen P. Moynahan, NASM National Office

4:15 p.m. – 5:30 p.m. **Hampton (Lobby Level)** **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: S. Kay Hoke, Gettysburg College
Dale E. Monson, University of Georgia

Resource: Paul J. Florek, NASM National Office

4:15 p.m. – 5:30 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.*)

Commission on Accreditation **Executive (Lobby Level)**
Chair: Michael D. Wilder, Wheaton College

Commission on Community College Accreditation **Calvert (Lobby Level)**
Chair: Kevin J. Dobreff, Grand Rapids Community College

Committee on Ethics **Forum (Lobby Level)**
Chair: Gary Mortenson, Baylor University

Sunday, November 18 (Continued)

4:15 p.m. – 5:30 p.m. Palladian (Lobby Level)
HEARING: NASM STANDARDS CONCERNING PURPOSES AND OPERATIONS, TWO-YEAR DEGREE-GRANTING PROGRAMS, AND THE APPENDICES

(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 Purposes and Operations, Two-Year Degree-Granting Programs, and the Appendices. An electronic copy of the hearing text will be sent to all Annual Meeting attendees in advance of the meeting. Participants are encouraged to bring a marked copy to the hearing.

Moderator: Sue Haug, Pennsylvania State University

Recorder: Dan Dressen, St. Olaf College

5:30 p.m. – 6:15 p.m. Birdcage Walk (Lower Level)
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, cultivate valuable professional relationships and to initiate conversations with other new music executives.

6:15 p.m. – 7:30 p.m. Blue Room (Lobby Level)
RECEPTION FOR THE ASSOCIATION

Hosted By: Steinway & Sons

Monday, November 19

7:00 a.m. – 5:00 p.m. West Registration Desk (Lobby Level)
REGISTRATION

7:15 a.m. – 8:45 a.m. Blue Room (Lobby Level)
COFFEE AND ROLLS FOR THE ASSOCIATION

Hosted By: Society of Pi Kappa Lambda

8:00 a.m. – 9:00 a.m.
DIALOGUE SESSIONS

(Repeat of Sunday, 4:15 p.m. – 5:30 p.m.)

Commission on Accreditation Executive (Lobby Level)
Chair: Michael D. Wilder, Wheaton College

Commission on Community College Accreditation Calvert (Lobby Level)
Chair: Kevin J. Dobreff, Grand Rapids Community College

8:00 a.m. – 9:00 a.m. Hampton (Lobby Level)
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

Monday, November 19 (Continued)

8:00 a.m. – 9:00 a.m. **Hampton (Lobby Level)**

BRIEFING: LOCAL PROBLEM-SOLVING WITH NASM RESOURCES (Continued)

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: Paul J. Florek, NASM National Office

8:00 a.m. – 9:00 a.m. **Palladian (Lobby Level)**

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. Attendees will also learn how to create longitudinal reports.

Presenter: Nora Hamme, NASM National Office

9:15 a.m. – 10:00 a.m. **Regency Ballroom (Lower Level)**

SECOND GENERAL SESSION

**Report of the Executive Director
Election of Officers**

10:15 a.m. – 11:15 a.m. **Regency Ballroom (Lower Level)**

KEYNOTE PANEL: THE ART OF SUCCESSFUL COMMUNICATION

Accomplishments in music throughout the decades are numerous and formidable. This is due in no small part to the abilities of music professionals and their supporters to keep music at center in discussion and decision making about all aspects of the field, and their dedication to sharing common visions and working together to ensure that music remains culturally vibrant and indispensable. If we wish to maintain artistic momentum, continue to advance the cause of music, and elevate and expand the education and training of our students and all students, these capabilities must be sustained, and they must grow. Embedded in our success to date has been an unwavering interest in dialogue—a desire to discuss important and relevant issues; a commitment to listen to those who wish to speak; and an intent to act in the best interests of the art form and its future. Our accomplishments are also marked by mutual and deep respect for those involved in the conversation. Diversity of thought and point of view and participation are highly regarded because they broaden our horizons, expand our thinking and possibilities, and enrich our efforts. Today, leaders well known for their work to support and promote music as well as their success in coalescing communities of individuals during challenging times will share their thoughts pertaining to the education

Monday, November 19 (Continued)

10:15 a.m. – 11:15 a.m. **Regency Ballroom (Lower Level)** **KEYNOTE PANEL: THE ART OF SUCCESSFUL COMMUNICATION** **(Continued)**

and training of students; opportunities that exist to connect with communities; the power and purposefulness of connection; and the duty we share to promote and advance our work.

Panelists: Ronald A. Crutcher, University of Richmond
Afa S. Dworkin, The Sphinx Organization
David J. Skorton, The Smithsonian Institution
Moderator: Sue Haug, Pennsylvania State University

This Keynote Panel session will be conversational in nature. The panelists will consider and discuss together important issues faced by music administrators today. A question will be posed to each of the three panelists. Each will share a reply informed by thought and guided by ideas. Time will be provided after each reply for open dialogue among the panelists. The panelists will consider three important questions: In what ways can 1) institutions support their students, 2) arts entities/institutions support each other, and 3) the arts best serve our citizens. Following the Keynote Panel session, opportunities will be provided for attendees to participate in Open Discussion sessions with each of the keynote panelists.

11:30 a.m. – 12:30 p.m.

OPEN DISCUSSION WITH MEMBERS OF THE KEYNOTE PANEL

Each panelist will lead an open discussion session focusing on the topics as noted below. Attendees are welcome to attend the session(s) that pique(s) their interest.

The Value of Music Study Empire (Lower Level)

Artists understand the value of arts study. Clearly arts study builds knowledge and skills necessary for professional work in an art form. But it can also support various kinds of development for the general student. Unfortunately, at times it seems that this second concept, one we know to be sure and true, is not well-known or even accepted by those operating beyond the arts disciplines. For us, in what ways is it important to discuss and share with others the unquestionable value of music study for all? To what extent does the responsibility fall to us? Why do we have such responsibilities? What communication channels exist where we live? What communication channels must be created? How do we craft explanatory messages for different audiences in our communities? Participants will consider such questions in light of what it means to be an effective arts spokesperson and how to frame presentations and shape conversations for specific audiences.

Panelist: Ronald A. Crutcher, University of Richmond
Moderator: Toni-Marie Montgomery, Northwestern University

The Importance of Collaboration Palladian (Lower Level)

Collaboration is simply the action of working with someone to produce or create something. Collaboration, by definition, appears to be a simple endeavor. However, in practice, collaboration tends to become complex when a common purpose is to be embraced and a consensus-driven result is desired.

Monday, November 19 (Continued)

11:30 a.m. – 12:30 p.m.

OPEN DISCUSSION WITH MEMBERS OF THE KEYNOTE PANEL (Continued)

The Importance of Collaboration Palladian (Lobby Level) (Continued)

What conditions must exist if collaborative efforts are to be effective? How important is the breadth and depth of the participant pool if an array of ideas is desired? What is the best way to ensure that open and productive dialogue prevails? Participants will give thought to these questions and to the attributes of successful collaborative efforts.

Panelist: Afa S. Dworkin, The Sphinx Organization

Moderator: Eric W. Unruh, Casper College

The Development of Ambassador (Lower Level) the Artist Citizen

Artists strive to acquire expertise, seek mastery of bodies of knowledge, and aspire to excellence in their chosen fields of study and practice. Beyond the formidable contributions that can result from such accomplishments, is more desirable or required, especially in these times? Attendees will begin by discussing the functions of an artist citizen. With such concepts as a basis, the following questions will be considered. To what extent do we as musicians hold responsibilities for becoming and functioning as artist citizens? What might the specific work of an artist citizen entail in various settings and for various purposes? What are some useful examples to highlight when discussing this concept with faculty and students? How might we effectively employ our artistic, educational, and associated capabilities to support and enhance local and national dialogue that advances individual and collective capacities and work in our society? Participants will have opportunities to consider and discuss possibilities, including those for leadership, cooperation, productive results, heightened service, and sustained levels of high morale.

Panelist: David J. Skorton, The Smithsonian Institution

Moderator: Jamal J. Rossi, Eastman School of Music

11:30 a.m. – 12:30 p.m. Blue Room (Lobby Level)

ADVANCEMENT, FUNDRAISING, AND THE ART OF CULTIVATING LASTING AND PROLIFIC RELATIONSHIPS

It is not uncommon in this day and age for the music executive to find him/herself assuming the responsibility to raise at least some of the funds needed to support the ongoing operations and planned initiatives of the music unit. This session will provide attendees an opportunity to delve into important aspects associated with this responsibility such as working within the current institutional structure, aligning with institutional efforts already in place, establishing relationships within and outside the institution, developing an original and personal approach, cultivating friends and potential donors, making the pitch, and maintaining and nurturing connections. Time for discussion will be provided.

Panelist: Cathy Hain, Eastman School of Music

Moderator: Kathryn Gresham, Brevard College

Monday, November 19 (Continued)

11:30 a.m. – 12:30 p.m.

Diplomat (Lobby Level)

CREATING A VIRTUAL COMMUNITY OF SCHOLARS

The existence and offer of coursework and experiences delivered via distance learning means is no longer the exception to the rule. Many institutions today utilize distance learning delivery systems to expand and enhance the education and training of students. Although these systems are becoming ubiquitous and the utilization of such systems can provide economies of scale and unfettered access and opportunities for connection, it remains a challenge to replicate the face-to-face, in-person interactions that so easily lend themselves to the creation of a vital, interactive, and engaged communities of scholars. The challenge before us then is not the need to invent technological systems, but rather the necessity to build, develop, and nurture virtual communities of scholars—communities of individuals that interact seamlessly, exchange ideas freely, promote inquisitiveness and spur curiosities, and push intellectual boundaries—communities of individuals that not only work to expand the capacity of the individual but advance the collective effectiveness and abilities of the community as a whole. Attendees will consider questions such as: How are successful virtual community assembled? What makes them coalesce? What conditions must exist to ensure that the work of the community can be sustained? What marks the success of virtual communities of scholars? Time for questions and discussion will be provided.

Panelists: Christopher D. Hayes, Ohio University
Rey Sanchez, University of Miami

Moderator: Jeffrey Ward, Kansas State University

11:30 a.m. – 12:30 p.m.

Hampton (Lobby Level)

SMOOTHING THE TRANSITION FROM TWO- TO FOUR-YEAR INSTITUTIONS

The relationships established between two- and four-year institutions can result in win-win outcomes for not only the institutions but for the transferring student as well. However, transitions left to chance may create unintended and unwanted barriers which can place at risk the future success of the transferring student. Therefore, it is of the utmost importance that transferring and receiving institutions work to ensure that understandings, protocols, and procedures are in place, well understood, and followed by all involved in the process. This session will consider a multitude of issues regarding the transition of students from two- to four-year institutions such as the advisability of aligning curricular requirements and learning outcomes between institutions, establishing protocols that address the transferability of coursework, and negotiation and creation of articulation agreements that address salient issues and enable institutions to maintain their autonomy. Attention will also be given to the need to align student expectations with the realities of actual practice including the expected level of rigor of the four-year experience. Attendees will consider questions such as: How can institutions assist each another to ensure that transfer guidelines provide a unified message and comprehensive

Monday, November 19 (Continued)

11:30 a.m. – 12:30 p.m. Hampton (Lobby Level)

SMOOTHING THE TRANSITION FROM TWO- TO FOUR-YEAR INSTITUTIONS (Continued)

information necessary to ensure a smooth transition? Can the movement of students from community and two-year to four-year institutions be strengthened, enhanced, streamlined? If so, how? What information do transferring students need to know as they complete their community or two-year experience? What do students entering four-year institutions need to know? An opportunity for open dialogue will be provided.

Presenters: Cynthia Bridges, Del Mar College

Daniel Cavanagh, University of Texas at Arlington

Moderator: David E. Scott, Texas A&M University – Commerce

12:30 p.m. – 1:45 p.m. Cabinet (Lobby Level)

EXECUTIVE COMMITTEE LUNCHEON MEETING

(Executive Committee members only)

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. – 3:00 p.m. and 3:15 p.m. – 4:30 p.m.)

Region 1

Hampton (Lobby Level)

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

“Popular Music Performance Ensembles: Opportunities for Growth”

Popular music performance degrees and offerings are increasingly being added into higher education institutional music programs. With these additions often come concerns about appropriate curriculum, rigor, pedagogical approaches, facilities and qualified faculty. It is therefore important to discuss ways in which to approach these curricular offerings so as to address and alleviate these apprehensions. Popular music ensembles can offer immense opportunities for intellectual, creative and diversified growth within the programs in which they are situated, as well as for the faculty and students involved in their implementation. Yet creating authentic spaces for students to explore popular music making can be simultaneously exciting and daunting. This session will focus on potential approaches to explore when including and adding popular music performance opportunities into music programs in higher education. Ideas for inclusion, discussing the differences in instruction, addressing facility and faculty resources, and considering alternative ensemble possibilities will be addressed. This session will explore as well how popular music ensembles and makers are both similar and different from their traditional counterparts, and how these differences can be celebrated and utilized to create a diversity of experiences for all students within a higher education music environment.

Presenter: Katrina Reinhert, University of Miami

Moderator: Thomas Priest, Weber State University

Monday, November 19 (Continued)

1:45 p.m. – 3:00 p.m.

PROGRAMS SPONSORED BY REGIONS (Continued)

Region 3 **Palladian (Lobby Level)**

(Alabama, Kentucky, Mississippi, Tennessee)

“Engaging the Part-Time/Adjunct Faculty”

Part-time faculty are playing an increasingly vital role in the fulfillment of a music unit’s mission. Being present on a limited basis, however, poses special problems in terms of inclusion and engagement. Without purposeful actions on the part of the music executive, part-time/adjunct faculty can feel underappreciated, used, or left out. What policies can be developed that give part-time/adjunct faculty a better sense of inclusion? How can the music executive better utilize part-time faculty? The panel will explore these and other key questions.

Presenters: Washington Garcia, University of Nebraska at Omaha
Kevin Hampton, Southeast Missouri State University
Diane Petrella, University of Missouri, Kansas City

Moderator: Julie C. Combs, Missouri State University

Region 5 **Diplomat (Lobby Level)**

(Indiana, Michigan, Ohio)

“Music Industry Program Content and the 21st Century Music Program”

This session will feature a roundtable discussion addressing music industry programs; competency, audition, and other performance expectations; and opportunities that can result in the creation of strong partnerships inside and outside the academy.

Presenters: Carol Dusdieker, Heidelberg University
Gregory Jones, Purdue University Fort Wayne
C. Lynn Roseberry, Capital University
John D. Vander Weg, Wayne State University

Moderator: Kathleen Hacker, University of Indianapolis

Region 7 **Empire (Lower Level)**

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

“Music Training: Keys to Staying Sharp – The Aging Adult”

Music stimulates the brain in ways that enhance cognition, not only in youth, but in individuals throughout their adulthood. This presentation will highlight research addressing the benefits of active music participation in aging adults and outline the potential positive results that can be realized by sharing training strategies with college students, conducting quantitative research, and fostering the creation of community music programs.

Presenter: Jennifer A. Bugos, University of South Florida

Moderator: John P. Henry, Jr., North Carolina A&T State University

Region 9 **Ambassador (Lower Level)**

(Arkansas, Louisiana, Oklahoma, Texas)

“Library of Congress Music Resources: Remote Access from Home, Classroom, or Office”

The vast resources of the Library of Congress, including those in music, are accessible remotely. The presenter, a Music Reference Specialist with the Library of Congress, will share

Monday, November 19 (Continued)

1:45 p.m. – 3:00 p.m.

PROGRAMS SPONSORED BY REGIONS (Continued)

Region 9 (Continued)

Ambassador (Lower Level)

information regarding available materials and demonstrate how to access a wealth of material remotely.

Presenter: James Wintle, Library of Congress

Moderator: David E. Scott, Texas A&M University – Commerce

3:15 p.m. – 4:30 p.m.

PROGRAMS SPONSORED BY REGIONS

Region 2

Hampton (Lobby Level)

(Alaska, Idaho, Montana, Oregon, Washington)

“Management of Non-Tenure Track Faculty”

Does your institution engage part-time faculty? Challenges and considerations with regard to the management of part-time faculty are not unique to a particular institution or program. This session will begin with a discussion intended to identify and frame the most pressing challenges. Timely contracting, inflexible budgets, and communication issues will be explored. Attendees will then be invited to join a roundtable discussion to share ideas, options, and opportunities.

Presenters: Nikolas Caoile, Central Washington University

Kent McWilliams, St. Olaf College

Emily A. Moss, California State University, Los Angeles

Moderator: Christopher Bianco, Western Washington University

Region 4

Palladian (Lobby Level)

(Illinois, Iowa, Minnesota, Wisconsin)

“From Words to Action: Beyond the Rhetoric of Diversity and Inclusion”

Within the music learning and professional music ecosystems, higher education has the opportunity to play a leadership role in promoting consideration of issues pertaining to culture, race, identity, and ethnicity. These issues can be informed by the Western European traditions that music study emphasizes, although the music industry at-large may be less diverse than is often assumed. How can music schools and departments develop profession-wide vision and strategies intended to enhance enrollment, matriculation, and career support that advance access, equity, and inclusion? What procedures and processes encourage broadened and targeted initiatives that will lead to a desired balance? What common values must exist, and what perspectives may require reflection relative to existing assumptions regarding musicians’ education? Attendees will consider a hypothetical “model” of a music department and reflect on the likely goals and trajectories that can result in desired change. Topics to be considered will include preparing for and managing change; faculty hiring practices; and curricular and programmatic collaborations among music departments, institutions, and the broader music community.

Presenters: Eileen M. Hayes, University of Wisconsin – Whitewater

Jeffrey Magee, University of Illinois at Urbana –
Champaign

David E. Myers, Augsburg University

Moderator: Cynthia Krenzler, Central College

Monday, November 19 (Continued)

3:15 p.m. – 4:30 p.m.

PROGRAMS SPONSORED BY REGIONS (Continued)

Region 6

Diplomat (Lobby Level)

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

“Non-Traditional Music Students: Needs, Nuances, and Impact”

In light of the growing interest of first-year students entering our colleges and universities to study areas such as music industry, commercial music, music technology, and worship music, and noting that many of these students come from non-traditional music backgrounds, this session will explore the needs and nuances of this growing segment of students, with the aim of understanding their aspirations and considering how best to serve them within the framework of existing and potential curricular programs.

Presenters: John Castellano, The Collective
Deborah A. Simmons, Manchester Community College
Alvin F. Trask, Montgomery College

Moderator: Armenio Suzano, Jr., Houghton College

Region 8

Empire (Lower Level)

(Alabama, Kentucky, Mississippi, Tennessee)

“Music in Our Schools: Opening Doors to Higher Education for Students”

This session will explore the positive effects participation in music study can have on various student populations. It is evident that collegiate sports and the use of sports as a gateway to higher education have enhanced access for students of lower economic means and marginalized communities. While perhaps not as widely employed, this model can be applied to music as a means of enhancing opportunities and widening participation of students from various backgrounds who wish to study music at the collegiate level. Attendees will consider ways to create accessible avenues that can be made available to these students. Music, like sports, can be a powerful tool and gateway to higher education and entrance into the academy.

Presenters: Armenta E. Hinton, Elizabethtown College
Eric Hinton, Susquehanna University

Moderator: Caterina Bristol, Alabama State University

4:45 p.m. – 6:00 p.m.

Hampton (Lobby Level)

HEARING: NASM STANDARDS CONCERNING PURPOSES AND OPERATIONS, TWO-YEAR DEGREE-GRANTING PROGRAMS, AND THE APPENDICES

(Repeat of Sunday, 4:15 p.m. – 5:30 p.m.)

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

Monday, November 19 (Continued)

4:45 p.m. – 6:00 p.m. Hampton (Lobby Level)

HEARING: NASM STANDARDS CONCERNING PURPOSES AND OPERATIONS, TWO-YEAR DEGREE-GRANTING PROGRAMS, AND THE APPENDICES (Continued)

(Repeat of Sunday, 4:15 p.m. – 5:30 p.m.)

Granting Programs, and the Appendices. An electronic copy of the hearing text will be sent to all Annual Meeting attendees in advance of the meeting. Participants are encouraged to bring a marked copy to the hearing.

Moderator: Sue Haug, Pennsylvania State University

Recorder: Dan Dressen, St. Olaf College

4:45 p.m. – 6:00 p.m. Diplomat (Lobby Level)

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 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.

Moderator: Paul J. Florek, NASM National Office

4:45 p.m. – 6:00 p.m. Palladian (Lobby Level)

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

Monday, November 19 *(Continued)*

4:45 p.m. – 6:00 p.m. Governor’s Boardroom (Lobby Level)
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: Timothy A. Turner, Xavier University of Louisiana

4:45 p.m. – 6:00 p.m. Executive (Lobby Level)
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: Douglas G. Barlar, Florida College

4:45 p.m. – 6:00 p.m. Congressional (Lobby Level)
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 of interest in advance.

Moderator: Mark Britt, Furman University

4:45 p.m. – 6:00 p.m. Cabinet (Lobby Level)
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: Kenneth Kohlenberg, Sinclair Community College

Tuesday, November 20

8:00 a.m. – 9:30 a.m. Diplomat (Lobby Level)
BOARD OF DIRECTORS BREAKFAST SEMINAR MEETING
(Board of Directors members only)

9:30 a.m.
ADJOURNMENT

National Association of Schools of Music
NINETY-FIFTH ANNUAL MEETING
November 22 – 26, 2019
Hilton Chicago
Chicago, Illinois

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Houghton College

Region 7

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* John P. Henry, Jr. (2019)
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Region 8

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* Caterina Bristol (2019)
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