

NATIONAL ASSOCIATION OF SCHOOLS OF MUSIC

Ninety-Ninth Annual Meeting



Program

Westin Kierland Resort
Scottsdale, Arizona

November 17 – 21, 2023

NATIONAL ASSOCIATION OF SCHOOLS OF MUSIC

99th Annual Meeting

November 17 – 21, 2023

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NATIONAL ASSOCIATION OF SCHOOLS OF MUSIC

99th Annual Meeting

November 17 – 21, 2023

Activities of the Commissions

PLEASE NOTE:

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

Sunday, November 12, 2023

12:00 p.m. – 5:00 p.m.	COMMISSION ON ACCREDITATION	Rainmakers AB (Lower Level)
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Monday, November 13, 2023

9:00 a.m. – 5:00 p.m.	COMMISSION ON ACCREDITATION	Rainmakers AB (Lower Level)
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Tuesday, November 14, 2023

9:00 a.m. – 5:00 p.m.	COMMISSION ON ACCREDITATION	Rainmakers AB (Lower Level)
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Wednesday, November 15, 2023

9:00 a.m. – 5:00 p.m.	COMMISSION ON ACCREDITATION	Rainmakers AB (Lower Level)
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3:30 p.m. – 5:00 p.m.	COMMISSION ON COMMUNITY COLLEGE ACCREDITATION	Noble Boardroom (Lower Level)
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Thursday, November 16, 2023

9:00 a.m. – 5:00 p.m.	COMMISSION ON ACCREDITATION	Rainmakers AB (Lower Level)
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9:00 a.m. – 5:00 p.m.	COMMISSION ON COMMUNITY COLLEGE ACCREDITATION	Noble Boardroom (Lower Level)
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Friday, November 17, 2023

9:00 a.m. – 12:00 p.m.	COMMISSION ON ACCREDITATION	Rainmakers AB (Lower Level)
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9:00 a.m. – 12:00 p.m.	COMMISSION ON COMMUNITY COLLEGE ACCREDITATION	Noble Boardroom (Lower Level)
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NATIONAL ASSOCIATION OF SCHOOLS OF MUSIC
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Workshops for Evaluators

Friday, November 17, 2023

10:00 a.m. – 5:45 p.m. **ANNUAL MEETING REGISTRATION** **Culturekeepers West (Lobby Level)**

3:30 p.m. – 5:30 p.m. **PRE-MEETING WORKSHOP: THE NASM HANDBOOK—** **Kierland 1 (Lobby Level)**
WORKING WITH THE NATIONAL STANDARDS AND GUIDELINES

This workshop is designed for 1) currently trained NASM visiting evaluators; 2) individuals attending the 2023 NASM *Workshop for Visiting Evaluators*; and 3) individuals attending the 2023 NASM *Workshop for Experienced Evaluators*. The focus of the Workshop will be the NASM *Handbook*, and will include discussion of the *Rules of Practice and Procedure*, *Code of Ethics*, *Standards for Accreditation*, and *Appendices*. Attendees will devote a substantial amount of time to discussing the standards—including the role they play in NASM evaluative review processes and their application.

(Please note: Individuals attending the Workshop for Visiting Evaluators or Workshop for Experienced Evaluators [Saturday, November 18 from 8:00 a.m.–4:00 p.m.], and/or the Briefing for Evaluators [Sunday, November 19 from 4:45 p.m.–6:00 p.m.] are asked to attend this session in preparation for these invitational training sessions.)

Facilitators: Edward Kocher, Duquesne University
 Kristen Queen, Texas Christian University
Staff Resource: Stephen Cannistraci, NASM National Office

Saturday, November 18, 2023

8:00 a.m. – 5:00 p.m. **ANNUAL MEETING REGISTRATION** **Culturekeepers West (Lobby Level)**

8:00 a.m. – 4:00 p.m. **WORKSHOP FOR VISITING EVALUATORS** **Herberger 1 (Lower Level)**

This annual workshop will provide training to music administrators interested in becoming visiting evaluators for NASM. Fundamentals of the accreditation process will be addressed in detail. Considerable time will be spent discussing expectations with regard to Self-Studies and Self-Study documentation. Standards and guidelines located in the NASM *Handbook* 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. Attendees will have the opportunity, using case study materials, to consider various scenarios that may arise during on-site reviews.

(Please note: This session is by invitation only. Representatives from accredited institutional members interested in becoming NASM evaluators are encouraged to contact the National Office staff for consideration for training in 2024.)

(Please note: Individuals attending this training session are asked to participate in the Pre-Meeting Workshop: The NASM Handbook—Working with the National Standards and Guidelines, on Friday, November 17 from 3:30 p.m.–5:30 p.m.)

Workshops for Evaluators (Continued)

Saturday, November 18, 2023 (Continued)

8:00 a.m. – 4:00 p.m. **WORKSHOP FOR VISITING EVALUATORS** **Herberger 1 (Lower Level)**
(Continued)

(Please note: A box lunch will be provided to all Workshop for Visiting Evaluators participants.)

Facilitators: Caterina Bristol, Alabama State University
 Edward Kocher, Duquesne University
Staff Resource: Ann B. Stutes, NASM National Office

8:00 a.m. – 4:00 p.m. **WORKSHOP FOR EXPERIENCED EVALUATORS** **Herberger 2 (Lower Level)**

This annual workshop will provide training to music administrators who have been trained previously as evaluators and who have served as members of visitation teams. The role and responsibilities of the visiting team chair will be discussed. Detailed expectations regarding the review of Self-Studies, the on-site visit, and the Visitors' Report will be reviewed. Attendees will have the opportunity, using case study materials, to consider various scenarios that may arise during on-site reviews.

(Please note: This session is by invitation only. Representatives from accredited institutional members interested in becoming NASM evaluators are encouraged to contact the National Office staff for consideration for training in 2024.)

(Please note: Individuals attending this training session are asked to participate in the Pre-Meeting Workshop: The NASM Handbook—Working with the National Standards and Guidelines, on Friday, November 17 from 3:30 p.m.–5:30 p.m.)

(Please note: A box lunch will be provided to all Workshop for Experienced Evaluators participants.)

Facilitators: Kristen Queen, Texas Christian University
 John W. Richmond, University of North Texas
Staff Resource: Ann B. Stutes, NASM National Office

10:00 a.m. – 12:30 p.m. **WORKSHOP FOR VISITING EVALUATORS OF COMMUNITY AND TWO-YEAR COLLEGES** **Lowell (Lobby Level)**

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 considering NASM expectations with regard to Self-Study submissions and documentation. An overview of the *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. Specific attention will also 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 2024.)

Facilitator: Cynthia Bridges, Del Mar College
Staff Resource: Stephen Cannistraci, NASM National Office

Workshops for Evaluators *(Continued)*

Saturday, November 18, 2023 *(Continued)*

10:00 a.m. – 12:30 p.m.

WORKSHOP FOR VISITING EVALUATORS OF NON-DEGREE-GRANTING INSTITUTIONS

Merriam (Lobby Level)

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 documentation. An overview of the *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. Specific attention will also 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 2024.)

Facilitator: Kirsten Morgan, The Diller-Quaile School of Music

Staff Resource: Ann B. Stutes, NASM National Office

NATIONAL ASSOCIATION OF SCHOOLS OF MUSIC

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Pre-Meeting Workshops

PLEASE NOTE:

- *Separate fees are required for the NASM Pre-Meeting Workshops and the Annual Meeting.*
- *The hotel floor level follows the meeting room name. Please consult the hotel map for the location of meeting rooms on each level.*

Friday, November 17, 2023

10:00 a.m. – 5:45 p.m. **ANNUAL MEETING REGISTRATION** Culturekeepers West (Lobby Level)

2:00 p.m. – 5:00 p.m. **PRE-MEETING WORKSHOP:** Herberger 5B (Lower Level)
NEW MUSIC ADMINISTRATORS IN HIGHER EDUCATION
(Continued Saturday, 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.

2:00 p.m. – 2:10 p.m. **Introduction and Orientation**

Facilitator: Roseanne K. Rosenthal, VanderCook College of Music

2:10 p.m. – 2:15 p.m. **Welcome from the President**

Michael D. Wilder, Wheaton College

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

Successful administrators must be 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 vast array of questions, challenges, and issues that arise. Goal setting becomes an indispensable and effective way to establish personal/professional, institutional, and community priorities. This session will focus on the value of effective long- and short-range planning, and enable realistic considerations, which govern the productive use of time. 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: Kathryn L. Fouse, University of Mary Hardin-Baylor
Michelle Kiec, Oklahoma City University

Pre-Meeting Workshops (Continued)

Friday, November 17, 2023 (Continued)

2:00 p.m. – 5:00 p.m. **PRE-MEETING WORKSHOP:
NEW MUSIC ADMINISTRATORS IN HIGHER EDUCATION** **Herberger 5B (Lower Level)**
(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 colleagues in other departments and disciplines, as well as various administrators and community members. Music administrators are challenged to respond to constituents with a nimbleness that enables them to change gears quickly, while balancing multiple obligations. Attendees will consider these relationships and how institutional mission and the work of the music unit should inform ongoing dialogues. Attendees will explore strategies such as how to build and nurture collaborative relationships, develop advocacy approaches that explain the role and value of the music program within the academic community, and represent the music unit in compelling ways. Attendees will consider how they as music administrators might successfully cultivate engagement with faculty, students, and staff, as well as with upper administrators, alumni, donors, and community members.

Presenters: Lisa Brooks, Butler University
Roseanne K. Rosenthal, VanderCook College of Music

3:30 p.m. – 5:30 p.m. **PRE-MEETING WORKSHOP: THE NASM HANDBOOK—
WORKING WITH THE NATIONAL STANDARDS AND GUIDELINES** **Kierland 1 (Lobby Level)**

This workshop is designed for 1) currently trained NASM visiting evaluators, 2) individuals attending the 2023 NASM *Workshop for Visiting Evaluators*, and 3) individuals attending the 2023 NASM *Workshop for Experienced Evaluators*. The focus of the Workshop will be the NASM *Handbook*, and will include discussion of the *Rules of Practice and Procedure*, *Code of Ethics*, *Standards for Accreditation*, and *Appendices*. Attendees will devote a substantial amount of time to discussing the standards—including the role they play in NASM evaluative review processes and their application.

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Facilitators: Edward Kocher, Duquesne University
Kristen Queen, Texas Christian University
Staff Resource: Stephen Cannistraci, NASM National Office

Saturday, November 18, 2023

8:00 a.m. – 5:00 p.m. **ANNUAL MEETING REGISTRATION** **Culturekeepers West (Lobby Level)**

Pre-Meeting Workshops (Continued)

Saturday, November 18, 2023 (Continued)

8:15 a.m. – 3:45 p.m. **PRE-MEETING WORKSHOP:** **Herberger 5B (Lower Level)**

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**

Financial management 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 consider existing realities and focus on financial planning, both short- and long-range; budget management principles; and strategies that will assist administrators to develop and sustain positions of fiscal stability.

Presenters: Courtney Crappell, University of Missouri – Kansas City
Teresa Reed, University of Louisville

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

Music schools and departments are complex. Administrators often find themselves working across multiple units, responsible for a broad array of curricular programs, and 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 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 address 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: Julia Mortyakova, Mississippi University for Women
Keith C. Ward, University of Denver

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 institutional/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

Pre-Meeting Workshops (Continued)

Saturday, November 18, 2023 (Continued)

- 8:15 a.m. – 3:45 p.m. **PRE-MEETING WORKSHOP:
NEW MUSIC ADMINISTRATORS IN HIGHER EDUCATION** **Herberger 5B (Lower Level)**
(Continued)
- 11:15 a.m. – 12:30 p.m. **Community Relations and Fundraising (Continued)**
community support groups, and fundraising are all interlinked. Methodologies for connecting educational goals and objectives with community development goals will be explored.
Presenters: Andrew Davis, University of Houston
Mary-Jo Grenfell, Salem State University
- 12:30 p.m. – 1:45 p.m. **Box Lunch for Registrants of the Pre-Meeting Workshop: New Music Administrators in Higher Education**
- 2:00 p.m. – 3:30 p.m. **Open Forum with Seasoned Administrators**
Participants in the Pre-Meeting Workshop for New Music Administrators in Higher Education will be joined by several seasoned administrators, offering the opportunity for informal discussion pertaining to topics explored during the Workshop as well as those of interest and concern to the attendees.
Administrators: James B. Forger, Michigan State University
Micheál Houlahan, Millersville University of Pennsylvania
Heather Landes, Arizona State University
Trilla Lyerla, Baker University
Jamal J. Rossi, Eastman School of Music
Moderator: Roseanne K. Rosenthal, VanderCook College of Music
- 3:30 p.m. – 3:45 p.m. **Concluding Remarks**
Facilitator: Roseanne K. Rosenthal, VanderCook College of Music
- 8:15 a.m. – 3:45 p.m. **PRE-MEETING WORKSHOP: CREATING EFFECTIVE
FORMAT A SELF-STUDIES** **Kierland 1 (Lobby Level)**
This workshop is designed for representatives of institutions scheduled for NASM comprehensive accreditation reviews in the next three years, as well as for individuals who will have the responsibility for leading the process and/or writing the Self-Study. Those who have never led a comprehensive NASM accreditation review initiative or written an NASM Self-Study are especially encouraged to attend. The primary focus will be the NASM Self-Study document utilizing Format A, and the comprehensive review process.
(Please note: Attendees should bring either a hard or downloaded electronic copy of the current NASM Handbook and are welcome to arrive with prepared questions in hand.)
Presenters: Judy Bundra, DePaul University
M. Todd Queen, Florida State University
Staff Resource: Nora R. Hamme, NASM National Office

Pre-Meeting Workshops (Continued)

Saturday, November 18, 2023 (Continued)

9:00 a.m. – 3:45 p.m. **PRE-MEETING WORKSHOP: ROUNDTABLE FOR ASSISTANT DIRECTORS/ASSOCIATE DEANS** **Herberger 4 (Lower Level)**

This roundtable is an interactive workshop for music administrators currently serving as assistant directors/associate deans. Presentation topics may include student engagement strategies, issues regarding enrollment of music students, diversity as it relates to the makeup of the student body and faculty, and curricular offerings within the music unit. Attendees will also consider self-selected topics and case study materials dealing with issues pertinent to the work of assistant directors/associate deans.

Facilitators: Lissa May, Indiana University
Wes C. Moore, Dallas Baptist University
Sandra Schwartz, West Virginia University

1:15 p.m. – 3:45 p.m. **PRE-MEETING WORKSHOP FOR COMMUNITY AND TWO-YEAR COLLEGES: PREPARING FOR COMPREHENSIVE REVIEWS** **Greenway (Lower Level)**

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 comprehensive review process including self-study and the preparation of the Self-Study document, and the on-site evaluative visit. A step-by-step walk-through of the accreditation process will be provided. The benefits of NASM accredited institutional membership will be discussed. Participants are encouraged to pose questions during the session. Interested individuals representing community and two-year colleges at all stages of the self-study process are welcome.

Facilitator: Cynthia Bridges, Del Mar College
Staff Resource: Stephen Cannistraci, NASM National Office

1:15 p.m. – 3:45 p.m. **PRE-MEETING WORKSHOP FOR NON-DEGREE-GRANTING INSTITUTIONS: AN OPEN CONVERSATION** **Merriam (Lobby Level)**

This session will provide an opportunity for representatives from institutions holding accreditation with NASM and the Accrediting Commission for Community and Precollegiate Arts Schools (ACCPAS); NASM degree-granting institutions offering precollegiate and community arts programs; NASM degree-granting institutions offering post-secondary non-degree-granting programs; NASM post-secondary non-degree-granting institutions; and interested individuals an opportunity to come together to share and discuss topics related to community development, along with issues of common connection, interest, and concern.

Attendees will begin by considering ways in which community-based activities can be built into existing programs. Participants will consider how 1) current institutional assets and strengths can be leveraged to support activities, 2) to ascertain local community needs so that programming can align with these needs, 3) to develop action plans which are informed by desired outcomes, and 4) to adjudicate the success of efforts. Attendees will then explore questions such as: In what ways can programs/institutions offering non-degree-granting study in music work together to align their efforts, resources, and activities in ways that best serve the needs of today's students, local communities, and the field of music?

Pre-Meeting Workshops *(Continued)*

Saturday, November 18, 2023 *(Continued)*

1:15 p.m. – 3:45 p.m.

PRE-MEETING WORKSHOP FOR NON-DEGREE-GRANTING INSTITUTIONS: AN OPEN CONVERSATION *(Continued)*

Merriam (Lobby Level)

In what ways can precollegiate and collegiate programs/institutions partner to create, expand, and open pipelines that enable precollegiate students to embark upon paths that will enable them to successfully pursue and enroll in music study at the collegiate level?

(Please note: This session is open to administrators of all levels and from all types of programs/institutions offering opportunities for non-degree-granting music study, including those considering ACCPAS and/or NASM accreditation. Institutions are welcome to send more than one administrative representative.)

Facilitators: Aimee Halbruner, Levine Music
Jean Newton, Music Conservatory of Westchester
Moderator: Kirsten Morgan, The Diller-Quaile School of Music

NATIONAL ASSOCIATION OF SCHOOLS OF MUSIC

99th Annual Meeting

November 17 – 21, 2023

Program

PLEASE NOTE:

- *Registration is required for the NASM Annual Meeting.*
- *The hotel floor level follows the meeting room name. Please consult the hotel map for the location of meeting rooms on each level.*
- *Please see pages 1–4 of this program for meeting times and locations of the Activities of the Commissions and Workshops for Evaluators. Pre-Meeting Workshops may be found on pages 5–10. The information in those sections is not repeated below in the body of the Annual Meeting program.*

Friday, November 17, 2023

10:00 a.m. – 5:45 p.m.	ANNUAL MEETING REGISTRATION	Culturekeepers West (Lobby Level)
12:00 p.m. – 2:00 p.m.	EXECUTIVE COMMITTEE LUNCHEON MEETING <i>(Executive Committee members only)</i>	Pathfinders (Lobby Level)
2:30 p.m. – 3:00 p.m.	ORIENTATION FOR NEW BOARD OF DIRECTORS MEMBERS <i>(Board of Directors members only)</i>	Rainmakers A (Lower Level)
3:00 p.m. – 5:00 p.m.	BOARD OF DIRECTORS MEETING <i>(Board of Directors members only)</i>	Rainmakers A (Lower Level)

Saturday, November 18, 2023

8:00 a.m. – 5:00 p.m.	ANNUAL MEETING REGISTRATION	Culturekeepers West (Lobby Level)
8:00 a.m. – 9:30 a.m.	BOARD OF DIRECTORS BREAKFAST SEMINAR MEETING <i>(Board of Directors members only)</i>	Rainmakers A (Lower Level)
4:00 p.m. – 4:45 p.m.	ORIENTATION FOR MUSIC EXECUTIVES NEW TO NASM	Herberger 3 (Lower Level)

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

Presenters: Michael D. Wilder, Wheaton College
Karen P. Moynahan, NASM National Office

Saturday, November 18, 2023 (Continued)

- 4:00 p.m. – 4:30 p.m. **BRIEFING FOR FACILITATORS, MODERATORS, AND RECORDERS** **Kirkland (Lower Level)**
- This briefing will present instructions, expectations, and helpful guidelines to Annual Meeting session facilitators, moderators, and recorders. All individuals who have agreed to serve in one of these capacities should plan to attend this briefing.
- Facilitator:* Tayloe Harding, University of South Carolina
Staff Resource: Ann B. Stutes, NASM National Office
- 5:00 p.m. – 6:00 p.m. **WELCOME ROUNDTABLE FOR WOMEN MUSIC EXECUTIVES** **Rainmakers AB (Lower Level)**
- Attendees will consider and discuss current and salient issues facing music administrators based on a list of topics developed by the session facilitator. Through conversation, the music executives in attendance will explore the challenges, opportunities, and realities related to each topic. Time will also be devoted for attendees to meet, mingle, and mentor. This roundtable is open to all registrants. Individuals planning to attend are encouraged to register in advance.
- Facilitator:* Kimberly H. Councill, University of Utah
- 6:15 p.m. – 7:30 p.m. **RECEPTION FOR THE ASSOCIATION** **Trailblazers (Lobby Level)**
- Hosted by:* Yamaha Corporation of America

Sunday, November 19, 2023

- 6:45 a.m. – 6:15 p.m. **ANNUAL MEETING REGISTRATION** **Culturekeepers West (Lobby Level)**
- 7:00 a.m. – 8:45 a.m. **CONTINENTAL BREAKFAST FOR THE ASSOCIATION** **Trailblazers (Lobby Level)**
- Hosted by:* Wenger Corporation
- 8:00 a.m. – 8:30 a.m. **REGIONAL MEETINGS: INTRODUCTIONS AND ANNOUNCEMENTS**
- These sessions are designed to enable the regions to meet and welcome attendees. Members are encouraged to join their respective regional meeting with breakfast in hand. After introductions and announcements, attendees will have the opportunity to greet colleagues from the region and engage in open dialogue. The formal business of each region will be conducted on Monday, November 20, at 3:15 p.m.
- Region 1** **Merriam (Lobby Level)**
Arizona, California, Hawaii, Nevada, New Mexico, Utah
Gary Cobb, Pepperdine University, Vice Chair
- Region 2** **Cushing A (Lobby Level)**
Alaska, Idaho, Montana, Oregon, Washington
Linda Kline, Boise State University, Chair
- Region 3** **Lowell (Lobby Level)**
Colorado, Kansas, Missouri, Nebraska, North Dakota, South Dakota, Wyoming
Eric Honour, University of Central Missouri, Chair
- Region 4** **Powell (Lobby Level)**
Illinois, Iowa, Minnesota, Wisconsin
Andrew R. Glendening, Northern Illinois University, Chair

Sunday, November 19, 2023 (Continued)

8:00 a.m. – 8:30 a.m.	REGIONAL MEETINGS: INTRODUCTIONS AND ANNOUNCEMENTS (Continued)	
	Region 5 <i>Indiana, Michigan, Ohio</i> Susan D. Van Vorst, Baldwin Wallace University, Chair	Kirkland (Lower Level)
	Region 6 <i>Connecticut, Delaware, District of Columbia, Maine, Maryland, Massachusetts, New Hampshire, New Jersey, New York, Pennsylvania, Rhode Island, Vermont, West Virginia</i> David Davies, Houghton College, Chair	Kierland 1A (Lobby Level)
	Region 7 <i>Florida, Georgia, North Carolina, Puerto Rico, South Carolina, Virginia</i> Linda Apple Monson, George Mason University, Chair	Greenway (Lower Level)
	Region 8 <i>Alabama, Kentucky, Mississippi, Tennessee</i> Laura M. Moore, University of South Alabama, Chair	Rainmakers B (Lower Level)
	Region 9 <i>Arkansas, Louisiana, Oklahoma, Texas</i> Jeff Bright, Arkansas Tech University, Chair	Rainmakers C (Lower Level)
8:45 a.m. – 10:45 a.m.	FIRST GENERAL SESSION: PLENARY BUSINESS MEETING AND KEYNOTE ADDRESS Call to Order and Welcome Michael D. Wilder, NASM President Greetings from the Association Européenne des Conservatoires, Académies de Musique et Musikhochschulen (AEC) Stefan Gies, Chief Executive 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 <i>Handbook</i> Amendments Report of the Nominating Committee Keynote Address to the Association <i>Speaker:</i> Omar Thomas, Composer <i>Title:</i> “Forgiveness, Not Permission”	Kierland Ballroom (Lobby Level)
11:00 a.m. – 12:00 p.m.	RECEPTION FOR SPOUSES, PARTNERS, AND GUESTS This reception provides an opportunity for spouses, partners, and guests of Annual Meeting attendees to meet and engage in fellowship. Light refreshments will be served. <i>Welcome:</i> Stephen Cannistraci, NASM National Office Ann B. Stutes, NASM National Office	Rainmakers A (Lower Level)

Sunday, November 19, 2023 (Continued)

11:00 a.m. – 12:15 p.m. **ADAPTING OUR APPROACHES TO THE NEEDS OF TODAY'S STUDENTS** **Herberger 4A (Lower Level)**

It is clear that the demographic make-up of the student population at institutions of higher learning that offer music training is continually changing, and that students are bringing with them a variety of specialized and advanced skill sets. As well, students often arrive with disparate personal issues and needs, many of which require specialized approaches to pedagogy and various accommodations. Music administrators, faculty, and staff must be prepared to assist students by employing adaptive practices that allow students not only to succeed, but to thrive. This session will explore ideas, approaches, and practices that can be employed. Special attention will be given to how adaptive practices might be implemented in music courses, applied lessons, ensembles, music assessments, and performance. Time for questions and dialogue will be provided.

Panelists: Stephen Neely, Carnegie Mellon University
Dan Stokes, The Juilliard School
James Wiznerowicz, Virginia Commonwealth University
Facilitator: Catherine Getchell, Director, Office of Disability Services,
Carnegie Mellon University

11:00 a.m. – 12:15 p.m. **SEIZING OPPORTUNITY IN THE CREATIVE SECTOR: CONTINUING THE CONVERSATION** **Herberger 3 (Lower Level)**

Advancing conversations and considerations begun and explored during the 2022 Annual Meeting, this session will focus on the necessity to create space and opportunities for students that will enable them to explore creative options for music expression, music research, and music engagement within the community. Topics to be explored will include: career education, community initiatives, professional development and mentorship, student ventures, and entrepreneurial opportunities. Attendees will consider strategies that may assist to equip students in preparation for professional careers beyond college. The role that faculty play in helping students pursue creative opportunities will be discussed. Panelists will share entrepreneurial possibilities available to assist students to promote their musical work and ideas. Following panel presentations, attendees will have the opportunity to pose questions and explore strategies that may assist them to advance efforts at their institutions.

Panelists: Christine Bastian, Michigan State University
Jeffrey Nytech, University of Colorado Boulder
Deanna Swoboda, Arizona State University
Nathaniel Zeisler, The Colburn School
Facilitator: Kurtis Adams, Shepherd University (West Virginia)

11:00 a.m. – 12:15 p.m. **OPEN FORUM: EXPLORING THE PROS AND CONS OF GENERATIVE AI** **Kierland 1B (Lobby Level)**

Generative AI has not only arrived on the doorstep of the academy; it has assumed a place at the table. Both the higher education and music communities, much like many others, are working to find where and how AI might fit in the collegiate experience for music students. In this open forum, attendees will explore the impact Generative AI is, will, and could have on the education and training of music students.

Facilitator: Lance Gharavi, Arizona State University

12:15 p.m. – 1:30 p.m. **LUNCHEON BREAK**

Sunday, November 19, 2023 (Continued)

12:15 p.m. – 1:30 p.m. **EXECUTIVE COMMITTEE LUNCHEON MEETING** **Pathfinders (Lobby Level)**
(Executive Committee members only)

1:30 p.m. – 4:30 p.m. **DESIGNING AND IMPLEMENTING RESPONSIVE CURRICULAR PROGRAMS** **Kierland Ballroom (Lobby Level)**

Debunking the myth that the NASM standards impede flexibility and innovation, today's presenters will share with attendees approaches taken to consider, design, and implement innovative curricular programs. Each presenter will offer an executive summary that speaks to the following questions: 1) Why did the institution pursue this curricular program? What problem was the curriculum intended to solve? 2) What was challenging? What challenges/barriers were faced along the way and how were they addressed? 3) What is the result? To date, has the outcome aligned with the intent?

Following the introductory session, attendees will divide into breakout groups, one associated with each of the executive summaries presented. Breakout groups will have the opportunity to explore in further depth the curricular programs presented, considering issues such as: the impact the implementation has had on the institution's/unit's mission, how the institution/unit developed faculty buy-in, how the curriculum addressed student needs, the adequacy of resource allocation and/or the need to for re-allocation, changes necessary to be made to audition protocols. The breakout groups will be repeated enabling attendees to participate in at least two discussion sessions.

1:30 p.m. – 2:30 p.m. **Presentation**

Presenters: Erik Applegate, University of Northern Colorado
Tayloe Harding, University of South Carolina
Jeremy Lane, Belmont University
Brandon Matthews, Metropolitan State University of Denver
Gregory Melchor-Barz, Boston University
Carissa Reddick, University of Northern Colorado
John W. Richmond, University of North Texas
Rey Sanchez, University of Miami
Peter Sommer, Colorado State University
Moderator: Michael D. Wilder, Wheaton College

2:30 p.m. – 2:45 p.m. **Break**

2:45 p.m. – 3:30 p.m. **Breakout Groups** **Rooms Noted Below**

Breakout Group 1: **Lowell (Lobby Level)**
Bachelor of Science in Music Industry Studies

Facilitator: Tayloe Harding, University of South Carolina
Recorder: Beth Robison, Adams State University

Breakout Group 2: **Kierland 1A (Lobby Level)**
Bachelor of Music with Elective Studies in an Outside Field

Facilitator: Jeremy Lane, Belmont University
Recorder: Nicholas Ross, Otterbein University

Sunday, November 19, 2023 (Continued)

1:30 p.m. – 4:30 p.m.

DESIGNING AND IMPLEMENTING RESPONSIVE CURRICULAR PROGRAMS (Continued)

2:45 p.m. – 3:30 p.m.

Breakout Groups (Continued)

Rooms Noted Below

Breakout Group 3: Kierland 1B (Lobby Level) Bachelor of Music in Performance (Jazz and American Improvisation Music)

Facilitator: Brandon Matthews, Metropolitan State University of Denver

Recorder: Gary Gerber, Mercer University

Breakout Group 4: Kierland 1C (Lobby Level) Certificate in Music Education (Distance Learning) (Graduate)

Facilitator: Gregory Melchor-Barz, Boston University

Recorder: Joel Matthys, Carroll University

Breakout Group 5: Kirkland (Lower Level) Bachelor of Arts in Music (Cultural Expression)

Facilitators: Erik Applegate, University of Northern Colorado

Carissa Reddick, University of Northern Colorado

Recorder: Ann B. Stutes, NASM National Office

Breakout Group 6: Greenway (Lower Level) Bachelor of Arts in Music (Critical Studies in Music and Society)

Facilitator: John W. Richmond, University of North Texas

Recorder: Keith Talley, Eastern Kentucky University

Breakout Group 7: Rainmakers B (Lower Level) Bachelor of Music in Modern Artist Development/Entrepreneurship

Facilitator: Rey Sanchez, University of Miami

Recorder: Chris Sheppard, Newberry College

Breakout Group 8: Rainmakers C (Lower Level) Master of Music in Music Therapy (General, Equivalency, Distance Learning)

Facilitator: Peter Sommer, Colorado State University

Recorder: David Abbott, Albion College

3:30 p.m. – 3:45 p.m.

Break

3:45 p.m. – 4:30 p.m.

Breakout Groups (repeat of 2:45 p.m. – 3:30 p.m.)

Breakout Group 1: Lowell (Lobby Level) Bachelor of Science in Music Industry Studies

Facilitator: Tayloe Harding, University of South Carolina

Recorder: Brooks Hafey, Chadron State College

Sunday, November 19, 2023 (Continued)

1:30 p.m. – 4:30 p.m. **DESIGNING AND IMPLEMENTING RESPONSIVE CURRICULAR PROGRAMS (Continued)**

3:45 p.m. – 4:30 p.m. **Breakout Groups (Continued)** **Rooms Noted Below**

Breakout Group 2: **Kierland 1A (Lobby Level)**
Bachelor of Music with Elective Studies in an Outside Field

Facilitator: Jeremy Lane, Belmont University
Recorder: Barbara Witham McCargar, Aquinas College

Breakout Group 3: **Kierland 1B (Lobby Level)**
Bachelor of Music in Performance (Jazz and American Improvisation Music)

Facilitator: Brandon Matthews, Metropolitan State University of Denver
Recorder: Alcingstone O. Cunha, Campbellsville University

Breakout Group 4: **Kierland 1C (Lobby Level)**
Certificate in Music Education (Distance Learning) (Graduate)

Facilitator: Gregory Melchor-Barz, Boston University
Recorder: James Byo, Louisiana State University

Breakout Group 5: **Kirkland (Lower Level)**
Bachelor of Arts in Music (Cultural Expression)

Facilitators: Erik Applegate, University of Northern Colorado
 Carissa Reddick, University of Northern Colorado
Recorder: Gregory A. Woodward, New Orleans Baptist Theological
 Seminary

Breakout Group 6: **Greenway (Lower Level)**
Bachelor of Arts in Music (Critical Studies in Music and Society)

Facilitator: John W. Richmond, University of North Texas
Recorder: Michael G. Ibrahim, Ohio State University

Breakout Group 7: **Rainmakers B (Lower Level)**
Bachelor of Music in Modern Artist Development/Entrepreneurship

Facilitator: Rey Sanchez, University of Miami
Recorder: Carole Blankenship, Rhodes College

Breakout Group 8: **Rainmakers C (Lower Level)**
Master of Music in Music Therapy (General, Equivalency, Distance Learning)

Facilitator: Peter Sommer, Colorado State University
Recorder: Mark U. Reimer, Christopher Newport University

Sunday, November 19, 2023 (Continued)

- 4:45 p.m. – 6:15 p.m. **HEADS PART I: COMPLETING AND SUBMITTING THE HEADS DATA SURVEY** **Kierland 1A (Lobby Level)**
- 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 throughout 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, 4:45 p.m.–6:00 p.m.)*
- Presenter:* Nora R. Hamme, NASM National Office
- 4:45 p.m. – 6:00 p.m. **BRIEFING: FEDERAL ISSUES** **Kierland 1C (Lobby Level)**
- 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 parameters for institutional participation in grant and student loan programs, and tax policies that influence economic conditions affecting education and the arts. Following a brief introduction to the higher education and policy landscapes, this session will address the current political climate, various pressures on institutions, and current and prospective federal policies, laws, and regulations affecting higher education and the arts. This briefing will take a non-partisan policy analysis approach, looking at the ramifications and costs of various options and probabilities. Time for questions and discussion will be provided.
- Presenter:* Stephen Cannistraci, NASM National Office
- 4:45 p.m. – 6:00 p.m. **BRIEFING FOR NASM EVALUATORS** **Herberger 3 (Lower Level)**
- 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 2024.)*
- Presenter:* Karen P. Moynahan, NASM National Office
- 4:45 p.m. – 6:00 p.m. **COMMUNICATING WITH THE COMMISSIONS: CREATING EFFECTIVE WRITTEN ACCREDITATION MATERIALS** **Kierland 1B (Lobby Level)**
- 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

Sunday, November 19, 2023 (Continued)

- 4:45 p.m. – 6:00 p.m. **COMMUNICATING WITH THE COMMISSIONS: CREATING EFFECTIVE WRITTEN ACCREDITATION MATERIALS** **Kierland 1B (Lobby Level)**
(Continued)
- 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 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, and 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:* Kristen Queen, Texas Christian University
 John W. Scheib, University of Utah
Staff Resource: Ann B. Stutes, NASM National Office
- 4:45 p.m. – 6:00 p.m. **DIALOGUE SESSIONS**
- NASM hosts several dialogue sessions that provide opportunities for attendees to meet with Commission Chairs and a member of the Committee on Ethics.
- These sessions are intended to offer opportunities for open and informative discussion. Although the Commission Chairs and Committee on Ethics member 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. The dialogue session with the member of the Committee on Ethics will provide to attendees an opportunity to explore aspects of the Association's Code of Ethics found in the NASM *Handbook*.
- (Dialogue sessions with the Chair of the Commission on Accreditation and the Chair of the Commission on Community College Accreditation will be repeated Monday, 7:45 a.m.–8:45 a.m. The dialogue session with the Committee on Ethics will not be repeated.)*
- Commission on Accreditation** **Merriam (Lobby Level)**
Chair: H. Keith Jackson, West Virginia University
- Commission on Community College Accreditation** **Cushing (Lobby Level)**
Chair: Kevin J. Dobreff, Grand Rapids Community College
- Committee on Ethics** **Powell (Lobby Level)**
Member: Wes C. Moore, Dallas Baptist University
- 6:00 p.m. – 7:00 p.m. **INFORMAL GATHERING OF NEW MUSIC EXECUTIVES** **Rainmakers A (Lower Level)**
- 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.

Monday, November 20, 2023

7:00 a.m. – 6:15 p.m.	ANNUAL MEETING REGISTRATION	Culturekeepers West (Lobby Level)
7:15 a.m. – 8:45 a.m.	COFFEE AND ROLLS FOR THE ASSOCIATION <i>Hosted by:</i> Society of Pi Kappa Lambda	Trailblazers (Lobby Level)
7:45 a.m. – 8:45 a.m.	DIALOGUE SESSIONS <i>(Repeat of Sunday, 4:45 p.m.–6:00 p.m.)</i>	
	Commission on Accreditation <i>Chair:</i> H. Keith Jackson, West Virginia University	Merriam (Lobby Level)
	Commission on Community College Accreditation <i>Chair:</i> Kevin J. Dobreff, Grand Rapids Community College	Cushing (Lobby Level)
7:45 a.m. – 8:45 a.m.	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. <i>Presenter:</i> Ann B. Stutes, NASM National Office	Kierland 1A (Lobby Level)
9:00 a.m. – 10:00 a.m.	SECOND GENERAL SESSION Report of the Executive Director Election of Officers Report of the President	Kierland Ballroom (Lobby Level)
10:15 a.m. – 12:45 p.m.	INCLUSIVE SCHOOLS OF MUSIC PART II: DEVELOPING AN EFFECTIVE TOOLKIT Those attending the 2022 Annual Meeting considered how to promote and achieve effective teaching and learning by removing barriers that prevent healthy engagement. Participants focused on establishing and maintaining institutions as places of mutual respect, belonging, and empowerment as guided by the study of people, place, processes, and power through the lenses of values and beliefs. This year, attendees will advance the discussion by considering together good practices that may be helpful in assisting institutions to develop and maintain inclusive schools of music. Practices and approaches to issues such as: faculty and staff hiring, including creating job descriptions, outreach to candidates, and training for search committees; published statements, including those of the institution and the music unit; admission criteria, as applied to all curricular programs; curriculum planning, including consideration of historically underrepresented voices in course design; and other practical solutions to promoting belonging and inclusivity in learning spaces, music ensembles, and the many aspects of university life will be explored. Following the presentation, attendees will have the opportunity to meet in roundtable settings.	Kierland Ballroom (Lobby Level)

Monday, November 20, 2023 (Continued)

10:15 a.m. – 12:45 p.m. **INCLUSIVE SCHOOLS OF MUSIC PART II: DEVELOPING AN EFFECTIVE TOOLKIT (Continued)** **Kierland Ballroom (Lobby Level)**

Presenters: Lisa Beckley-Roberts, Jackson State University
Crystal Sellers Battle, Eastman School of Music
Moderator: Mary Ellen Poole, Carnegie Mellon University

11:00 a.m. – 11:10 a.m. **Break**

11:10 a.m. – 11:55 a.m. **Roundtable Discussion Groups by Attendee Last Name**

The roundtable discussion sessions will offer to participants the opportunity to consider issues explored during the preceding session. Attendees will engage in dialogue while sharing thoughts, ideas, and solutions.

Roundtable 1: Attendee Last Name A–Bo Merriam (Lobby Level)

Moderator: Joseph Bolin, California Baptist University
Recorder: Jay Dougherty, Marietta College

Roundtable 2: Attendee Last Name Br–Cl Lowell (Lobby Level)

Moderator: Jeff Bright, Arkansas Tech University
Recorder: William Carson, Coe College

Roundtable 3: Attendee Last Name Co–D Powell (Lobby Level)

Moderator: James Day, Gettysburg College
Recorder: Jennifer Cunningham, Kirkwood Community College

Roundtable 4: Attendee Last Name E–Go Cushing (Lobby Level)

Moderator: Brian Galante, Pacific Lutheran University
Recorder: Cyrus Ginwala, San Francisco State University

Roundtable 5: Attendee Last Name Gr–He Kirkland (Lower Level)

Moderator: Joel Haney, California State University, Bakersfield
Recorder: Kenneth B. Hanks, Hillsborough Community College

Roundtable 6: Attendee Last Name Hi–Ke Greenway (Lower Level)

Moderator: Mark E. Hussung, Carson-Newman University
Recorder: David Holdhusen, University of South Dakota

Roundtable 7: Attendee Last Name Ki–Ma Rainmakers A (Lower Level)

Moderator: Vance E. Larsen, Snow College
Recorder: Nancy King, University of North Carolina Wilmington

Roundtable 8: Attendee Last Name Mc–My Rainmakers B (Lower Level)

Moderator: Gregory Melchor-Barz, Boston University
Recorder: David Murray, Butler University

Roundtable 9: Attendee Last Name N–Q Rainmakers C (Lower Level)

Moderator: Emily Ondracek-Peterson, Old Dominion University
Recorder: Scott D. Plugge, Sam Houston State University

Monday, November 20, 2023 (Continued)

10:15 a.m. – 12:45 p.m. **INCLUSIVE SCHOOLS OF MUSIC PART II:
DEVELOPING AN EFFECTIVE TOOLKIT (Continued)**

11:10 a.m. – 11:55 a.m. **Roundtable Discussion Groups by Attendee Last Name (Continued)**

Roundtable 10: Attendee Last Name R–Sc Kierland 1A (Lobby Level)

Moderator: Lauren Schack Clark, Arkansas State University

Recorder: Megan Resig, Roberts Wesleyan College

Roundtable 11: Attendee Last Name Se–T Kierland 1B (Lobby Level)

Moderator: Margaret Thiele, Five Towns College

Recorder: Dustin D. Seifert, Eastern New Mexico University

Roundtable 12: Attendee Last Name U–Z Kierland 1C (Lobby Level)

Moderator: Lori Wiest, University of Arizona

Recorder: Cory D. Wikan, Centenary College of Louisiana

11:55 a.m. – 12:05 p.m. **Break**

12:05 p.m. – 12:45 p.m. **Summary and Closing Remarks Kierland Ballroom (Lobby Level)**

At the conclusion of the roundtable sessions, attendees are asked to return to the main ballroom, during which time each roundtable recorder will offer a brief and distilled summary of issues explored during roundtable conversations.

12:45 p.m. – 1:45 p.m. **LUNCHEON BREAK**

1:45 p.m. – 3:00 p.m. **CONSTRUCTION AND RENOVATION:
A PRIMER FOR THE MUSIC EXECUTIVE Herberger 3 (Lower Level)**

Construction and renovation projects are large undertakings that can increase the responsibilities and time commitments of the music executive. To assist those involved in building or renovation projects, today's presenters will share helpful hints and relevant realities as they pertain to four specific building project phases: Design, Fundraising, Construction, and Post-Construction. Each phase will be discussed in detail, as will be the binding role strategic planning plays to bring these phases and the construction process to successful completion. Attendees will have an opportunity to pose questions, share experiences, and engage in dialogue.

Presenters: John Davis, University of Colorado Boulder

James B. Forger, Michigan State University

John Miller, North Dakota State University

Moderator: Carol Dusdieker, Heidelberg University

1:45 p.m. – 3:00 p.m. **CURRICULAR CONTINUITY:
HOW DO WE RETAIN FACULTY AND STAFF? Herberger 1 (Lower Level)**

Many institutions are experiencing a high rate of faculty and staff turnover. Whether this is a result of the effects of the pandemic or a result of actions on the part of many to re-evaluate their life priorities—a situation that can result in the choice of alternative options outside of the academy—faculty and staff turnover can have a dramatic effect on an institution. The turnover of teaching personnel often affects faculty morale, as

Monday, November 20, 2023 (Continued)

1:45 p.m. – 3:00 p.m.

CURRICULAR CONTINUITY:

Herberger 1 (Lower Level)

HOW DO WE RETAIN FACULTY AND STAFF? (Continued)

workloads may increase and schedules shift. Students can be impacted by a lack of continuity. Today's presenters will explore with attendees creative approaches that may help to ensure a longer tenure among faculty and staff, including strategies and initiatives that will address the recruitment of faculty and staff, particularly how institutions might entice faculty and staff to put down roots and fully engage in the institution and ongoing initiatives intended to ensure and advance institutional legacy. Topics of discussion will include new faculty and staff mentorship programs, opportunities for professional advancement, availability of institutional support, and ways to help faculty develop a voice and acquire a stake in institutional development and success. Time for open discussion will be provided.

Presenters: Abra K. Bush, Indiana University
 Peter T. Witte, University of the Pacific

Moderator: Susan D. Van Vorst, Baldwin Wallace University

1:45 p.m. – 3:00 p.m.

EFFECTIVE ADVOCACY:

Herberger 2 (Lower Level)

SHINING A LIGHT ON THE VALUE OF MUSIC STUDY

The existence of a strong arts community on an academic campus can greatly enhance an institution's overall level of productivity, economic contribution, community support, and reputation. The case can be made that resource allocations offered to support the arts result in benefits in and beyond the academy itself. What role can we as music administrators play in assisting those who manage resources to be and remain cognizant of the benefits that allocations to music and its study provide? How might we enhance our communications skills to ensure that we are persuasive in articulating to academy and community representatives the value of the arts and in particular, music study? During today's session, attendees will consider the advantages and necessity of a well-stocked toolbox filled with various approaches, talking points, and ideas, as well as the value and effectiveness of well-developed and finely-tuned talking points for each specific audience. Time for questions and discussion will be offered.

Presenters: Kirsten Morgan, The Diller-Quaile School of Music
 Gary Mortenson, Baylor University
 Jeffrey L. Pappas, University of Tennessee

Moderator: Keith C. Ward, University of Denver

1:45 p.m. – 3:00 p.m.

ESTABLISHING SEAMLESS COMMUNITY TO FOUR-YEAR COLLEGE TRANSFER PROTOCOLS

Kierland 1A (Lobby Level)

This session will focus on how liaisons among institutions that serve to enhance the transfer and migration of students from two- to four-year degree-granting institutions might be developed and nurtured. Attendees will discuss issues and their impact on student success such as: open enrollment practices, application procedures, recruiting practices, anticipated reductions in applicant pools, and articulation/transfer agreements. Additionally, attendees will have the opportunity for open discussion of challenges faced that hinder smooth transitions for students who wish to complete their undergraduate study, moving from two- to four-year institutions. Time will be provided to pose questions and share strategies.

Monday, November 20, 2023 (Continued)

1:45 p.m. – 3:00 p.m. **ESTABLISHING SEAMLESS COMMUNITY TO FOUR-YEAR COLLEGE TRANSFER PROTOCOLS (Continued)** **Kierland 1A (Lobby Level)**

Presenters: Christopher Brellocks, SUNY Schenectady County Community College
William Gibbons, State University of New York, Potsdam
Moderator: Cynthia Longoria, Del Mar College

1:45 p.m. – 3:00 p.m. **FUNDRAISING: AN ONGOING NECESSITY** **Kierland 1B (Lobby Level)**

In addition to many other responsibilities, music administrators are often expected to participate in fundraising activities related to the institution and its music unit. During this session, a panel of music executives will share practices that have resulted in successful donor and resource cultivation, and discuss pitfalls experienced and to be avoided. Attendees will consider together how fundraising responsibilities can be met, while maintaining a healthy balance among duties and obligations. Time for questions will be provided.

Presenters: Christopher Barrick, Eastern Michigan University
Jean Newton, Music Conservatory of Westchester
M. Todd Queen, Florida State University
Moderator: John W. Richmond, University of North Texas

1:45 p.m. – 3:00 p.m. **THE NASM HANDBOOK—UNDERSTANDING THE ROLE AND VALUE OF NATIONAL STANDARDS AND GUIDELINES** **Herberger 4A (Lower Level)**

This workshop is designed for individuals interested in deepening their knowledge of 1) the national standards pertaining to music study at the collegiate level as found in the *NASM Handbook*, 2) the role these standards play in the accreditation process, and 3) their importance as an indicator of the rigor expected of students enrolling in collegiate programs of music study at NASM-accredited institutions.

The session will explore the various sections of the *NASM Handbook*, including the *Rules of Practice and Procedure*, *Code of Ethics*, *Standards for Accreditation*, and *Appendices*. Attendees will devote a substantial amount of time to discussing the standards and guidelines, as well as the assistance and guidance they provide to representatives preparing accreditation applications. Attendees may wish to secure a hard or electronic copy of the *Handbook* in advance and become conversantly familiar with the *Handbook* prior to the session.

(Please note: Individuals attending the Briefing for Evaluators [Sunday, November 19 from 4:45 p.m.–6:00 p.m.] and/or the Specific Procedures for NASM Evaluation [Tuesday, November 21 from 7:30 a.m.–11:30 a.m.] are encouraged to attend this session.)

Panelists: Edward Kocher, Duquesne University
Kristen Queen, Texas Christian University
Staff Resource: Stephen Cannistraci, NASM National Office

Monday, November 20, 2023 (Continued)

3:15 p.m. – 4:30 p.m.

REGIONAL MEETINGS: ELECTIONS AND DISCUSSION

These sessions are designed to enable the regions to conduct their formal business and to open and continue 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.

(Introductions and announcements for each region will take place on Sunday, November 19 at 8:00 a.m.)

Region 1

Merriam (Lobby Level)

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

Gary Cobb, Pepperdine University, Vice Chair

Region 2

Cushing (Lobby Level)

Alaska, Idaho, Montana, Oregon, Washington

Linda Kline, Boise State University, Chair

Region 3

Lowell (Lobby Level)

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

Eric Honour, University of Central Missouri, Chair

Region 4

Powell (Lobby Level)

Illinois, Iowa, Minnesota, Wisconsin

Andrew R. Glendening, Northern Illinois University, Chair

Region 5

Kirkland (Lower Level)

Indiana, Michigan, Ohio

Susan D. Van Vorst, Baldwin Wallace University, Chair

Region 6

Kierland 1A (Lobby Level)

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

David Davies, Houghton College, Chair

Region 7

Greenway (Lower Level)

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

Linda Apple Monson, George Mason University, Chair

Region 8

Kierland 1C (Lobby Level)

Alabama, Kentucky, Mississippi, Tennessee

Laura M. Moore, University of South Alabama, Chair

Region 9

Kierland 1B (Lobby Level)

Arkansas, Louisiana, Oklahoma, Texas

Jeff Bright, Arkansas Tech University, Chair

4:45 p.m. – 6:00 p.m.

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

Herberger 2 (Lower Level)

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 highlight many of the ways the data can be used to assist, support, and possibly guide local planning, conversations, and decision-making. The session will offer a detailed overview of statistics contained in the HEADS Project (the data compiled annually from HEADS Data Surveys), and the use of the HEADS navigational dashboards. In addition, attendees will learn how to create

Monday, November 20, 2023 (Continued)

- 4:45 p.m. – 6:00 p.m. **HEADS PART II: USING STATISTICAL DATA FOR INSTITUTIONAL PLANNING AND PROJECTIONS** **Herberger 2 (Lower Level)**
(Continued)
- longitudinal reports, and consider together how such reports can be used to capture, analyze, and present available data in ways which may convincingly support music unit initiatives.
- Presenter:* Nora R. Hamme, NASM National Office
- 4:45 p.m. – 6:00 p.m. **OPEN FORUM: HISTORICALLY BLACK INSTITUTIONS** **Rainmakers A (Lower Level)**
- 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.
- Moderator:* Harlan Zackery, Norfolk State University
- 4:45 p.m. – 6:00 p.m. **ROUNDTABLE FOR SMALL MUSIC UNITS** **Kirkland (Lower Level)**
- 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.
- Moderator:* Norman Wika, Saginaw Valley State University
- 4:45 p.m. – 6:00 p.m. **OPEN FORUM: ISSUES IN SACRED MUSIC/WORSHIP STUDIES** **Rainmakers B (Lower Level)**
- 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:* Neal Woodruff, Olivet Nazarene University
- 4:45 p.m. – 6:00 p.m. **ROUNDTABLE FOR COMMUNITY AND TWO-YEAR COLLEGES** **Greenway (Lower Level)**
- This interactive session will provide an opportunity to brainstorm and discuss ideas and best practices of 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.
- Co-Moderators:* Beverly Satterfield Brown, Mitchell Community College
Julie Clemens, Illinois Central College
- 4:45 p.m. – 6:00 p.m. **ROUNDTABLE FOR NON-DEGREE-GRANTING INSTITUTIONS** **Cushing (Lobby Level)**
- This interactive session will provide an opportunity to brainstorm and discuss ideas and best practices of relevance to non-degree-granting institutions. 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:* Dean Southern, Cleveland Institute of Music

Tuesday, November 21, 2023

- 7:15 a.m. – 11:30 a.m. **ANNUAL MEETING REGISTRATION** **Culturekeepers West**
- 7:30 a.m. – 11:30 a.m. **SPECIFIC PROCEDURES FOR NASM EVALUATION** **Herberger 4A (Lower Level)**
- 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, 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. All interested individuals are welcome.
- (Please note: Attendees should bring either a hard or downloaded electronic copy of the current NASM Handbook and NASM Procedures for Self-Study (Format A, B, or C), and are encouraged to arrive with prepared questions in hand.)*
- (Please note: A box lunch will be provided. Attendees are asked to register in advance.)*
- Presenter:* Nora R. Hamme, NASM National Office
- 8:00 a.m. – 9:30 a.m. **BOARD OF DIRECTORS BREAKFAST SEMINAR MEETING** **Rainmakers A (Lower Level)**
(Board of Directors members only)
- 9:00 a.m. – 11:30 a.m. **MEETINGS WITH SEASONED ADMINISTRATORS**
- These individually scheduled appointments will provide to Annual Meeting registrants an opportunity to meet with seasoned administrators to discuss topics of interest related to the administration of music units.
- (Please note: Seasoned administrators will be unable to address specific NASM accreditation issues. Should registrants wish to explore institution-specific issues of an accreditation nature, an appointment with NASM staff may be scheduled.)*
- (Disclaimer: The views and opinions expressed by the seasoned administrators are just that and do not represent or reflect the views, positions, or interpretation/application of NASM standards and guidelines.)*
- 9:00 a.m. – 11:30 a.m. **MEETINGS WITH NASM STAFF**
- These individually scheduled appointments will provide to interested Annual Meeting registrants an opportunity to meet with staff to discuss topics of an accreditation nature.
- 11:30 a.m. **ADJOURNMENT**

NATIONAL ASSOCIATION OF SCHOOLS OF MUSIC
One Hundredth Annual Meeting
November 22 – 26, 2024
Hilton Chicago
Chicago, Illinois

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NATIONAL ASSOCIATION OF SCHOOLS OF MUSIC

99th Annual Meeting

November 17 – 21, 2023

Officers, Board, Commissioners, Committees, and Staff

President

- ** Michael D. Wilder (2024)
Wheaton College

Vice President

- ** Tayloe Harding (2024)
University of South Carolina

Treasurer

- ** Heather Landes (2025)
Arizona State University

Secretary

- ** Mary Ellen Poole (2023)
Carnegie Mellon University

Executive Director

- ** Karen P. Moynahan

Immediate Past President

- * Vacant

Non-Degree-Granting Member, Board of Directors

- * Kirsten Morgan (2023)
The Diller-Qaile School of Music

Commission on Community College Accreditation

- * Kevin J. Dobreff, Chair (2023)
Grand Rapids Community College
- Kenneth B. Hanks (2024)
Hillsborough Community College
- Camille Day Nies (2025)
Amarillo College

Commission on Accreditation

- ** H. Keith Jackson, Chair (2025)
West Virginia University
- ** Daniel Goble, Associate Chair (2025)
Colorado State University
- Cathy Albergo (2024)
Florida Gulf Coast University
- Caterina Bristol (2023)
Alabama State University

Commission on Accreditation (continued)

- Fred Cohen (2025)
San José State University
- Courtney Crappell (2025)
University of Missouri – Kansas City
- Micheál Houlahan (2025)
Millersville University of Pennsylvania
- Trilla Lyerla (2023)
Baker University
- Julia Mortyakova (2024)
Mississippi University for Women
- Kristen Queen (2023)
Texas Christian University
- M. Todd Queen (2025)
Florida State University
- Curt Scheib (2024)
Indiana University of Pennsylvania
- John W. Scheib (2024)
University of Utah
- David E. Scott (2023)
Texas A&M University – Commerce
- Todd E. Sullivan (2025)
Texas State University
- Dori Waggoner (2024)
Central Methodist University
- [Two positions open (2023)]

Public Members of the Commissions and the Board of Directors

- * Lauren Frampton
Corinth, Texas
- * Robert A. Hudak
Greenville, North Carolina
- * Fran Tucker
Herndon, Virginia
- * Board of Directors
- ** Executive Committee

Regional Chairs

Region 1

- * Chair (Vacant) (2024)
Gary Cobb, Vice Chair
Pepperdine University
Arizona, California, Hawaii, Nevada, New Mexico,
Utah

Region 2

- * Linda Kline (2024)
Boise State University
Alaska, Idaho, Montana, Oregon, Washington

Region 3

- * Eric Honour (2024)
University of Central Missouri
Colorado, Kansas, Missouri, Nebraska, North
Dakota, South Dakota, Wyoming

Region 4

- * Andrew R. Glendening (2023)
Northern Illinois University
Illinois, Iowa, Minnesota, Wisconsin

Region 5

- * Susan D. Van Vorst (2023)
Baldwin Wallace University
Indiana, Michigan, Ohio

Region 6

- * David Davies (2023)
Houghton University
Connecticut, Delaware, District of Columbia, Maine,
Maryland, Massachusetts, New Hampshire, New
Jersey, New York, Pennsylvania, Rhode Island,
Vermont, West Virginia

Region 7

- * Linda Apple Monson (2025)
George Mason University
Florida, Georgia, North Carolina, Puerto Rico,
South Carolina, Virginia

Region 8

- * Laura M. Moore (2025)
University of South Alabama
Alabama, Kentucky, Mississippi, Tennessee

Region 9

- * Jeff Bright (2025)
Arkansas Tech University
Arkansas, Louisiana, Oklahoma, Texas

Committee on Ethics

- Susan C. Cook, Chair (2024)
University of Wisconsin – Madison
- Wes C. Moore (2023)
Dallas Baptist University
- Timothy R. Shook (2025)
Southwestern College

Nominating Committee

- Charles R. Young, Chair (2023)
University of North Carolina at Greensboro
- Lisa Beckley-Roberts (2023)
Jackson State University
- Isrea L. Butler (2023)
University of Nevada, Las Vegas
- Bonnie Miksch (2023)
Portland State University
- Stanley C. Pelkey (2023)
University of Kentucky

National Office Staff

- **Karen P. Moynahan, Executive Director
- Stephen Cannistraci, Accreditation Specialist
- Jane Creagan, Visitation Management Assistant
- Angie K Elkins, Accreditation Systems Coordinator
- Nora R. Hamme, Associate Director for Accreditation and Research
- Jenny Rebecca G. Kuhlmann, Management Associate for Communications and Publications
- Tracy L. Maraney, Management Director for Finance and Operations
- Stacy A. McMahon, Management Associate for Office Operations
- Justin Medlen, Accreditation and Materials Assistant
- Lisa A. Ostrich, Management Associate for Meetings and Projects
- Ann B. Stutes, Assistant Director for Accreditation and Programming

- * Board of Directors
- ** Executive Committee

99th Annual Meeting

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