

NATIONAL ASSOCIATION OF SCHOOLS OF MUSIC
One Hundred and First Annual Meeting

Program

Signia by Hilton Orlando Bonnet Creek
Orlando, Florida

November 21-25, 2025

NATIONAL ASSOCIATION OF SCHOOLS OF MUSIC
101st Annual Meeting
November 21–25, 2025

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NATIONAL ASSOCIATION OF SCHOOLS OF MUSIC
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Activities of the Commissions

PLEASE NOTE:

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

Sunday, November 16, 2025

9:00 a.m.–5:00 p.m.	COMMISSION ON ACCREDITATION	Flagler/Gilchrist (Lower Level)
1:00 p.m.–3:00 p.m.	COMMISSION ON ACCREDITATION BRIEFING	Flagler/Gilchrist (Lower Level)

Monday, November 17, 2025

9:00 a.m.–5:00 p.m.	COMMISSION ON ACCREDITATION	Flagler/Gilchrist (Lower Level)
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Tuesday, November 18, 2025

9:00 a.m.–5:00 p.m.	COMMISSION ON ACCREDITATION	Flagler/Gilchrist (Lower Level)
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Wednesday, November 19, 2025

9:00 a.m.–5:00 p.m.	COMMISSION ON ACCREDITATION	Flagler/Gilchrist (Lower Level)
3:30 p.m.–5:00 p.m.	COMMISSION ON COMMUNITY COLLEGE ACCREDITATION	Lake (Lower Level)

Thursday, November 20, 2025

9:00 a.m.–5:00 p.m.	COMMISSION ON ACCREDITATION	Flagler/Gilchrist (Lower Level)
9:00 a.m.–5:00 p.m.	COMMISSION ON COMMUNITY COLLEGE ACCREDITATION	Lake (Lower Level)

Friday, November 21, 2025

9:00 a.m.–12:00 noon	COMMISSION ON ACCREDITATION	Flagler/Gilchrist (Lower Level)
9:00 a.m.–12:00 noon	COMMISSION ON COMMUNITY COLLEGE ACCREDITATION	Lake (Lower Level)

Saturday, November 22, 2025 (Continued)

8:00 a.m.–3:45 p.m. **WORKSHOP FOR VISITING EVALUATORS OF DEGREE-GRANTING INSTITUTIONS** **Hamilton/Indian River (Lower Level)**
(Continued)

(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 [Friday, November 21 from 3:30 p.m.–5:30 p.m.]

Facilitators: Caterina Bristol, Alabama State University
 Edward Kocher, Duquesne University

Staff Resource: Ann B. Stutes, NASM National Office

12:00 noon – 1:00 p.m. **Box Lunch for Participants of Workshop for Visiting Evaluators of Degree-Granting Institutions and Workshop for Experienced Evaluators** **Bonnet Creek XII (Lobby Level)**

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

8:00 a.m.–3:45 p.m. **WORKSHOP FOR EXPERIENCED EVALUATORS** **Jackson (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 2026.)

(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 [Friday, November 21 from 3:30 p.m.–5:30 p.m.]

Facilitators: Karl Paulnack, Ithaca College
 Kristen Queen, Texas Christian University

Staff Resource: Ann B. Stutes, NASM National Office

12:00 noon – 1:00 p.m. **Box Lunch for Participants of Workshop for Visiting Evaluators of Degree-Granting Institutions and Workshop for Experienced Evaluators** **Bonnet Creek XII (Lobby Level)**

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

10:00 a.m.–12:30 p.m. **WORKSHOP FOR VISITING EVALUATORS OF COMMUNITY AND TWO-YEAR COLLEGES** **Lake (Lower 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 discussing NASM expectations with regard to Self-Study submissions and documentation. An overview of the *Handbook* and

Saturday, November 22, 2025 (Continued)

10:00 a.m.–12:30 p.m.

**WORKSHOP FOR VISITING EVALUATORS OF
COMMUNITY AND TWO-YEAR COLLEGES**
(Continued)

Lake (Lower Level)

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 2026.)

Facilitator: Cynthia Bridges, Del Mar College
Staff Resource: Ann B. Stutes, NASM National Office

10:00 a.m.–12:30 p.m.

**WORKSHOP FOR VISITING EVALUATORS OF
NON-DEGREE-GRANTING INSTITUTIONS**

Broward (Lower 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 2026.)

Facilitator: Jean Newton, Music Conservatory of Westchester
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.*
- *Please consult the hotel map for the location of meeting rooms on each level.*

Friday, November 21, 2025

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

2:00 p.m.–5:00 p.m. **PRE-MEETING WORKSHOP:**
NEW MUSIC ADMINISTRATORS
IN HIGHER EDUCATION **Citrus/Collier/Columbia (Lower Level)**
(Continues on 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 specific 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: Susan D. Van Vorst, Baldwin Wallace University

2:10 p.m.–2:15 p.m. **Welcome from the President**
Tayloe Harding, University of South Carolina

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, as well as understand the relationship between and among these important elements. 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 purposeful and preemptive long- and short-range planning, which enables realistic considerations and governs 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: Michelle Kiec, Commonwealth University of Pennsylvania
Mark U. Reimer, Christopher Newport University

Friday, November 21, 2025 (Continued)

2:00 p.m.–5:00 p.m. **PRE-MEETING WORKSHOP:
NEW MUSIC ADMINISTRATORS
IN HIGHER EDUCATION (Continued)** **Citrus/Collier/Columbia (Lower Level)**

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
Susan D. Van Vorst, Baldwin Wallace University

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

This workshop is designed for 1) currently trained NASM visiting evaluators; 2) individuals attending the 2025 NASM *Workshop for Visiting Evaluators*; and 3) individuals attending the 2025 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 22 from 8:00 a.m.–3:45 p.m.], and/or the Briefing for Evaluators [Monday, November 24 from 5:15 p.m.–6:30 p.m.] are asked to attend this workshop in preparation for these invitational training sessions.)

Facilitators: Edward Kocher, Duquesne University
Kristen Queen, Texas Christian University

Saturday, November 22, 2025

7:30 a.m.–6:15 p.m. **ANNUAL MEETING REGISTRATION** **Floridian West Foyer (Lobby Level)**

Saturday, November 22, 2025 (Continued)

8:15 a.m.–3:45 p.m.

PRE-MEETING WORKSHOP: NEW MUSIC ADMINISTRATORS IN HIGHER EDUCATION

Citrus/Collier/Columbia (Lobby Level)

(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 for budget needs, the ability to allocate and manage funds effectively, and the wherewithal to exercise fiscal responsibility—all the while 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 in the short- and long-term; budget management principles; and strategies that will assist administrators to develop and sustain positions of fiscal stability.

Presenters: Christopher Barrick, Eastern Michigan University
Jacqueline Leary-Warsaw, The Catholic University of America

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: Jeff Bright, Arkansas Tech University
Jeremy S. Lane, Belmont University

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 presentation will consider the strong relationship between community relations and fundraising. It will consider how performances of music,

Saturday, November 22, 2025 (Continued)

8:15 a.m.–3:45 p.m. **PRE-MEETING WORKSHOP: NEW MUSIC ADMINISTRATORS IN HIGHER EDUCATION (Continued)** **Citrus/Collier/Columbia (Lobby Level)**

11:15 a.m.–12:30 p.m. **Community Relations and Fundraising (Continued)**
relationships with music programs in the public and private schools, the development of community support groups, and fundraising are interlinked. Methodologies for connecting educational goals and objectives with community development goals will be explored.
Presenters: Courtney Crappell, University of Missouri – Kansas City
Tracy Doyle, University of Puget Sound

12:30 p.m.–1:45 p.m. **Box Lunch for Registrants of the Pre-Meeting Workshop for New Music Administrators in Higher Education** **Bonnet Creek X (Lobby Level)**

2:00 p.m.–3:30 p.m. **Open Conversation with Experienced Administrators**
Participants in the Pre-Meeting Workshop for New Music Administrators in Higher Education will be joined by several experienced 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.
Panelists: Calvin Hofer, Colorado Mesa University
Heather Landes, Arizona State University
Trilla Lyerla, Baker University
Charles “Skip” Snead, University of Alabama
Teresa L. Sumpster, Mars Hill University
Moderator: Susan D. Van Vorst, Baldwin Wallace University

3:30 p.m.–3:45 p.m. **Concluding Remarks**
Facilitator: Susan D. Van Vorst, Baldwin Wallace University

8:15 a.m.–3:45 p.m. **PRE-MEETING WORKSHOP: CREATING EFFECTIVE FORMAT A SELF-STUDIES** **Floridian B/C (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 focuses 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 encouraged to arrive with prepared questions in hand.)

Presenters: Judy Bundra, DePaul University
M. Todd Queen, Florida State University
Staff Resource: Stephen Cannistraci, NASM National Office

Saturday, November 22, 2025 (Continued)

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

This roundtable is an interactive workshop for music administrators currently serving as assistant directors/associate deans. Presentation topics may include issues such as student enrollment, engagement, retention, and required support; faculty hiring and advancement practices; resource allocation; the relevance of existing curricular offerings; and the development of effective advocacy campaigns. Attendees will also consider self-selected topics and case study materials dealing with issues pertinent to the work of assistant directors/associate deans.

Facilitators: Rachel Copeland, Pennsylvania State University
 Kenneth Elpus, University of Maryland, College Park

1:15 p.m.–3:45 p.m. **PRE-MEETING WORKSHOP: MID-CAREER MUSIC ADMINISTRATORS IN HIGHER EDUCATION** **Dixie (Lower Level)**

The responsibilities of the music administrator are diverse and multifaceted. Each day brings new challenges and opportunities. Over time, the roles and responsibilities of an administrator often expand, change, and evolve. This pre-meeting workshop, especially designed for administrators with at least five years of experience, will include both short presentations and discussions related to various issues affecting the work of the mid-career music administrator. The issue of succession planning will be addressed, along with other topics of interest that will be suggested by the group. Mid-career administrators from all types of institutions and from all levels of administration are welcome. However, individuals new to music administration may wish to attend the *Pre-Meeting Workshop for New Music Administrators in Higher Education* offered on Friday, November 21 from 2:00 p.m.–5:00 p.m., and continuing on Saturday, November 22 from 8:15 a.m.–3:45 p.m.

Facilitators: Jeffrey Sposato, Wayne State University
 Lucia Unrau, Oklahoma State University

1:15 p.m.–3:45 p.m. **PRE-MEETING WORKSHOP FOR COMMUNITY AND TWO-YEAR COLLEGES: PREPARING FOR COMPREHENSIVE REVIEWS** **Brevard (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: Ann B. Stutes, NASM National Office

Saturday, November 22, 2025 (Continued)

1:15 p.m.–3:45 p.m.

PRE-MEETING WORKSHOP FOR NON-DEGREE-GRANTING INSTITUTIONS: AN OPEN CONVERSATION

Broward (Lower 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 postsecondary non-degree-granting programs, NASM postsecondary 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 adjudge 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? 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.)

Facilitator: Jean Newton, Music Conservatory of Westchester

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101st Annual Meeting
November 21–25, 2025

Program

PLEASE NOTE:

- *Registration is required for the NASM Annual Meeting.*
- *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 21, 2025

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

Saturday, November 22, 2025

7:30 a.m.–6:15 p.m.	ANNUAL MEETING REGISTRATION	Floridian West Foyer (Lobby Level)
8:00 a.m.–9:30 a.m.	BOARD OF DIRECTORS BREAKFAST SEMINAR MEETING <i>(Board of Directors members only)</i>	Orange (Lower Level)
4:00 p.m.–4:45 p.m.	ORIENTATION FOR MUSIC EXECUTIVES NEW TO NASM	Bonnet Creek XII (Lobby 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 for attendees 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.	
	<i>Presenters:</i> Tayloe Harding, University of South Carolina Karen P. Moynahan, NASM National Office	
5:00 p.m.–6:00 p.m.	WELCOME ROUNDTABLE FOR WOMEN MUSIC EXECUTIVES	Bonnet Creek X (Lobby Level)
	Attendees will consider and discuss current and salient issues facing music administrators based on a list of topics developed by the session facilitators. Through conversation, the music executives in attendance will explore the challenges,	

Saturday, November 22, 2025 (Continued)

5:00 p.m.–6:00 p.m. **WELCOME ROUNDTABLE FOR WOMEN MUSIC EXECUTIVES** **Bonnet Creek X (Lobby Level)**
(Continued)

opportunities, and realities related to each topic. Time will be set aside for attendees to meet, mingle, and mentor. This roundtable is open to all registrants. Individuals planning to attend are encouraged to register in advance.

Facilitators: Lori Wiest, University of Arizona
Hui-Ting Yang, Troy University

Sunday, November 23, 2025

6:45 a.m.–6:15 p.m. **ANNUAL MEETING REGISTRATION** **Floridian West Foyer (Lobby Level)**

7:00 a.m.–8:45 a.m. **COFFEE AND PASTRIES FOR THE ASSOCIATION** **Waterside (Lobby Level)**
Hosted by: Wenger Corporation

7:15 a.m.–7:45 a.m. **BRIEFING FOR FACILITATORS, MODERATORS, AND RECORDERS** **Citrus/Collier/Columbia (Lower Level)**

This briefing will offer 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: James B. Forger, Michigan State University
Staff Resource: Ann B. Stutes, NASM National Office

8:00 a.m.–8:30 a.m. **REGIONAL MEETINGS: INTRODUCTIONS AND ANNOUNCEMENTS**

These sessions are designed to enable the regions to meet in community 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 their respective regions and engage in open dialogue. The formal business of each region will be conducted on Monday, November 24 at 3:30 p.m. during Regional Meetings.

Region 1 **Lake (Lower Level)**
Arizona, California, Hawaii, Nevada, New Mexico, Utah
Michael Hix, University of New Mexico, Vice Chair

Region 2 **Manatee (Lower Level)**
Alaska, Idaho, Montana, Oregon, Washington
Benjamin Brody, Whitworth University, Chair

Region 3 **Nassau (Lower Level)**
Colorado, Kansas, Missouri, Nebraska, North Dakota, South Dakota, Wyoming
Karen Fannin, University of Nebraska Omaha, Chair

Region 4 **Palm Beach (Lower Level)**
Illinois, Iowa, Minnesota, Wisconsin
Andrew R. Glendening, Northern Illinois University, Chair

Region 5 **Taylor (Lower Level)**
Indiana, Michigan, Ohio
William Mathis, Bowling Green State University, Chair

Sunday, November 23, 2025 (Continued)

8:00 a.m.–8:30 a.m.	REGIONAL MEETINGS: INTRODUCTIONS AND ANNOUNCEMENTS <i>(Continued)</i>	
	Region 6 <i>Connecticut, Delaware, District of Columbia, Maine, Maryland, Massachusetts, New Hampshire, New Jersey, New York, Pennsylvania, Rhode Island, Vermont, West Virginia</i> Milton R. Laufer, Carnegie Mellon University, Vice Chair	Hamilton/Indian River (Lower Level)
	Region 7 <i>Florida, Georgia, North Carolina, Puerto Rico, South Carolina, Virginia</i> Linda Apple Monson, George Mason University, Chair	Orange (Lower Level)
	Region 8 <i>Alabama, Kentucky, Mississippi, Tennessee</i> Jeremy S. Lane, Belmont University, Vice Chair	Union (Lower Level)
	Region 9 <i>Arkansas, Louisiana, Oklahoma, Texas</i> Jeff Bright, Arkansas Tech University, Chair	Jackson (Lower Level)
8:45 a.m.–9:45 a.m.	FIRST GENERAL SESSION: PLENARY BUSINESS MEETING	Floridian Ballroom (Lobby Level)
	Call to Order and Welcome Tayloe Harding, NASM President	
	Greetings from the Association Européenne des Conservatoires, Académies de Musique et Musikhochschulen (AEC) Finn Schumacker, Executive Director	
	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	
	Confirmation of Approved Handbook Amendments	
	Report of the Nominating Committee	
10:00 a.m.–10:45 a.m.	KEYNOTE INTERVIEW	Floridian Ballroom (Lobby Level)
	<i>Keynote:</i> Ronald A. Crutcher, University of Richmond <i>Moderator:</i> Tayloe Harding, University of South Carolina	
	<i>Title:</i> <i>The Essentiality of Music</i>	
10:00 a.m.–11:00 a.m.	RECEPTION FOR SPOUSES, PARTNERS, AND GUESTS	Dade (Lower Level)
	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> Kaitlin Quinn, NASM National Office Ann B. Stutes, NASM National Office	

Sunday, November 23, 2025 (Continued)

11:00 a.m.–12:00 noon **THE ESSENTIALITY OF MUSIC: DEVELOPING EFFECTIVE ADVOCACY CAMPAIGNS**

Music administrators intrinsically recognize the essentiality of music, including its emotional and psychological impact, cognitive and educational benefits, and social and cultural significance. As such, few can articulate better than those with expertise in music the role, value, and importance of music study at all stages of human development. In higher education, this critical responsibility falls to the music administrator, whose role it is to protect, defend, and advance opportunities for music study while also expounding the vital place music holds in society.

Accepting this responsibility, it becomes incumbent upon the music executive to develop, hone, and deliver advocacy campaigns which not only speak to the need to maintain music as a viable and vital curricular force which aligns with institutional mission but also as an essential aspect in the everyday life of individuals. To advance the efforts and approaches of administrators, during today's session, attendees will explore ideas by considering questions such as: What is advocacy? How might advocacy initiatives assist to explain and defend the essentiality of music and music study? How might we ensure that some form of advocacy becomes part of our everyday accomplishments? What strategies and tools might assist us to develop effective campaigns? What are the "audiences" we must reach? Must the "pitch" be tailored to the audience? How might we strategically deliver well-honed, impactful messages?

Attendees will have the option of attending one of two sessions described below designed to advance the understanding of advocacy and the role music administrators play in developing and delivering effective campaigns—*Music Advocacy Within the Institution* and *Music Advocacy Beyond the Academy*.

MUSIC ADVOCACY WITHIN THE INSTITUTION **Floridian B/C (Lobby Level)**

As a result of a number of challenges currently facing higher education, music units are witnessing an uptick in critical issues needing attention, such as dwindling enrollments, reductions in financial support, the discontinuation or substantial modification of curricular programs, and the consolidation of arts units—to name only a few. Standing alongside the many responsibilities held by the music executive, advocacy expertise has become indispensable. To assist music administrators to hone their expertise, today's presenter will frame some of the issues faced, focusing on the position of the music unit in the larger institution as well as the critical relationships it must establish and nurture within the institution. Attendees together will consider approaches that may assist them to build understandings regarding the essentiality of music study, both in general and within the institution; craft institution-specific statements and talking points regarding the value and importance of the music program; establish and maintain relationships with those holding ties to current and potential sources of financial support; and implement initiatives which enable the music unit to become and remain a major resource for the institution as a whole—maximizing opportunities provided by music in general studies courses, working with other disciplines, taking advantage of high-profile projects and events, engaging students and faculty in internal advocacy and community efforts, and using these occasions as a laboratory for building student knowledge and skills in advocacy and community engagement. Time for discussion will be provided.

Presenter: Karl Paulnack, Ithaca College

Moderator: Daniel Goble, Colorado State University

Sunday, November 23, 2025 (Continued)

11:00 a.m.–12:00 noon **THE ESSENTIALITY OF MUSIC: DEVELOPING EFFECTIVE ADVOCACY CAMPAIGNS**
(Continued)

MUSIC ADVOCACY BEYOND THE ACADEMY Bonnet Creek XII (Lobby Level)

Addressing the interest in broadening the recognition of the music unit and the understanding that music is not only essential to the institution and the students it serves, but to surrounding communities as well, music administrators may find it desirable to look beyond the academy for affirmation of the unit’s impact on the community, including its influence on economic and cultural development. To assist music administrators in conceptualizing advocacy campaigns implemented beyond the academy, the facilitator will frame the conversation by exploring topics such as marketing a positive image within the larger community; serving as a resource for musical initiatives; building bridges between the community and the institution; providing assistance and support for public, private, and community schools focused on teaching music; using performances, projects, and events to enhance the lives of individuals within the community; and maintaining a positive and effective policy presence in the community on behalf of music and the arts. Attendees will also consider the importance of identifying constituencies to approach when establishing fundraising connections, building student competencies in advocacy and fundraising, and creating community traditions of support for the work of the music unit. Time for discussion will be provided.

Facilitator: Ronald A. Crutcher, University of Richmond
Moderator: Andrew Davis, University of Houston

12:00 noon–1:15 p.m. **LUNCHEON GATHERING Waterside (Lobby Level)**

Attendees are encouraged to purchase lunch from available outlets and gather in community to renew existing and establish new connections with colleagues. For those who are attending the NASM Annual Meeting for the first time, this break provides an opportunity to meet and get to know fellow music executives.

12:00 noon–1:15 p.m. **EXECUTIVE COMMITTEE LUNCHEON MEETING Broward (Lower Level)**
(Executive Committee members only)

1:15 p.m.–2:15 p.m. **RESPONSIVE CURRICULAR PROGRAMS: PREPARING TODAY’S STUDENTS FOR TOMORROW’S MARKET DEMANDS**

Building on discussions begun in 2023, NASM continues its ongoing initiative to assist members in their efforts to review the effectiveness and relevance of their curricular programs, to consider as may be necessary or desired new options and opportunities that may assist them to serve the developing needs of students both today and tomorrow, and to share and discuss approaches that may assist institutions to advance the breadth and depth of student competence.

To recap, during the 2023 Annual Meeting, attendees debunked the myth that the NASM standards impede flexibility and innovation, as presenters shared approaches taken to consider, design, and implement innovative curricular programs.

In 2024, presenters explored the nature of curricular components such as popular music pedagogy, musicology, music history and theory, service learning, and generative AI, including the ongoing need to ensure that as the discipline and expectations evolve, these components remain aligned with institutional and unit mission and goals, and curricular program purpose.

Sunday, November 23, 2025 (Continued)

1:15 p.m.–2:15 p.m.

RESPONSIVE CURRICULAR PROGRAMS: PREPARING TODAY’S STUDENTS FOR TOMORROW’S MARKET DEMANDS (Continued)

Today, presenters will discuss the curricular programs listed below, sharing with attendees the contexts that led the institution to consider and implement these programs, including: What prompted the institution to offer the specific curricular program? What challenges were faced along the way? How were the challenges addressed? What is the outcome of the institution’s efforts? Has the outcome aligned with the original intentions? Time for questions and discussion will be provided.

(Please note: Each of the sessions below will be offered once.)

Associate of Applied Science in Sound Recording Technology Orange (Lower Level)

Presenter: Cynthia Longoria, Del Mar College

Recorder: Christopher Brellochs, SUNY Schenectady County Community College

Bachelor of Arts in Music (Community Music) Bonnet Creek X (Lobby Level)

Presenter: Carrie Danielson, Florida State University

Recorder: Rebecca Sorley, University of Indianapolis

Bachelor of Arts in Commercial Music (Performance, Production) Floridian A (Lobby Level)

Presenter: Charles “Chaz” Celaya, Point Loma Nazarene University

Recorder: David L. Perry, Anderson University (South Carolina)

Bachelor of Music in Music Education/ Master of Arts in Teaching Bonnet Creek XII (Lobby Level)

Presenter: Tracy Doyle, University of Puget Sound

Recorder: David Clem, Houghton University

Bachelor of Science in Music (Worship Leadership, Worship Technology) Floridian B/C (Lobby Level)

Presenter: Travis Coakley, William Carey University

Recorder: Ben Caston, Southwestern Baptist Theological Seminary

Master of Music Education (Distance Learning) Citrus/Collier/Columbia (Lower Level)

Presenter: Kevin Shorner-Johnson, Elizabethtown College

Recorder: Sarah Labovitz, Kent State University

Shalala MusicReach Program Hamilton/Indian River (Lower Level)

Presenter: Corin T. Overland, University of Miami

Recorder: Scott Hippensteel, Shepherd University (West Virginia)

2:30 p.m.–4:15 p.m.

THE ESSENTIALITY OF MUSIC EDUCATION: ADDRESSING THE SCHOOL MUSIC TEACHER SHORTAGE

The nation continues to experience a school music teacher shortage, compounded by the aftereffects of the pandemic, a lack of support for educators, and distractions in the classroom which prevent teaching and learning. Based on current data from the U.S. Department of Education, fifteen states and the District of Columbia are expecting music and arts teacher shortages for the 2025-2026 school year. Eighty-five percent of the nation’s music educators are satisfied with their career choice, based on the annual performing arts teacher satisfaction survey by the National Federation of State High

Sunday, November 23, 2025 (Continued)

2:30 p.m.–4:15 p.m.

THE ESSENTIALITY OF MUSIC EDUCATION: ADDRESSING THE SCHOOL MUSIC TEACHER SHORTAGE (Continued)

School Associations (NFHS). This said, efforts must continue to recruit new teachers in order to address current shortages, including those that will result as the field is faced with the anticipated generational exit of teachers during the next five to ten years. This reality, coupled with the fact that fewer students are entering the field of music education, and those who do complete music education degrees and enter the profession often depart after only a handful of years in the field, highlights the need for enhanced mentorship and support. This is particularly true for those who enter the profession through alternative pathways or without the preparation developed by enrollment in and completion of a professional music educator degree program.

Advancing the conversation begun during the 2024 Annual Meeting, today's panelists will frame the current landscape, illuminating the conditions that have resulted in the ongoing school music teacher shortage. The panelists will explore with attendees various efforts underway to address this shortage, as well as approaches that may be employed and are intended to strengthen the nation's pool of trained music teacher specialists. Following the presentations, attendees will gather in roundtable discussion groups organized by size and type of institution. Guided by moderators, attendees in each of the roundtable groups will be asked to explore the issue in depth, considering together productive and proactive efforts and initiatives that can be undertaken to identify and prepare future music teachers, and once engaged, to support them in their efforts, reinforcing their interest in and dedication to educating students.

2:30 p.m.–3:15 p.m.

Panel Discussion

Floridian Ballroom (Lobby Level)

Panelists: Mary Luehrsen, University of South Carolina
Charles "Skip" Snead, University of Alabama
Facilitator: Lynn Tuttle, American String Teachers Association

3:15 p.m.–3:30 p.m.

Break

3:30 p.m.–4:15 p.m.

Roundtable Discussion Groups by Size and Type—Enrollment Levels

The roundtable discussion sessions will offer to participants the opportunity to consider issues explored during the preceding panel discussion—specifically, how administrators might work both individually and collectively to bolster the interest of musicians in becoming music educators. Attendees will engage in open dialogue, sharing thoughts and ideas, devising good practices that may assist us to grow the ranks of music educators. Suggestions, practices, and opportunities will be noted by recorders to inform future NASM considerations.

Roundtable 1: Non-Degree-Granting and Professional Schools

Lake (Lower Level)

Moderator: Jean Newton, Music Conservatory of Westchester
Recorder: Nathaniel W. Zeisler, The Colburn School

Roundtable 2: Community and Two-Year Colleges

Manatee (Lower Level)

Moderator: Cynthia Bridges, Del Mar College
Recorder: Beverly Satterfield Brown, Mitchell Community College

Roundtable 3: Public Institutions— Enrollment 1–50

Nassau (Lower Level)

Moderator: Angela Morgan, Augusta University
Recorder: Norman Wika, Saginaw Valley State University

Sunday, November 23, 2025 (Continued)

2:30 p.m.–4:15 p.m.

**THE ESSENTIALITY OF MUSIC EDUCATION:
ADDRESSING THE SCHOOL MUSIC TEACHER SHORTAGE(Continued)**

3:30 p.m.–4:15 p.m.

**Roundtable Discussion Groups by Size and Type—Enrollment Levels
(Continued)**

Roundtable 4: Public Institutions— Enrollment 51–100 Palm Beach (Lower Level)

Moderator: Rosetta Dingle, South Carolina State University
Recorder: John P. Henry Jr., North Carolina Agricultural and
Technical State University

Roundtable 5: Public Institutions— Enrollment 101-150 Taylor (Lower Level)

Moderator: Shelley Martinson, Southwestern Oklahoma State University
Recorder: Lori Gray, Boise State University

Roundtable 6: Public Institutions— Enrollment 151-200 Hamilton/Indian River (Lower Level)

Moderator: Martin Saunders, Marshall University
Recorder: Margaret Underwood, Western Carolina University

Roundtable 7: Public Institutions— Enrollment 201–250 Orange (Lower Level)

Moderator: Bradley Shope, Kutztown University of Pennsylvania
Recorder: Christopher Ulffers, East Carolina University

Roundtable 8: Public Institutions— Enrollment 251–400 Union (Lower Level)

Moderator: Kimberly H. Councill, University of Utah
Recorder: Ann Marie Stanley, Pennsylvania State University

Roundtable 9: Public Institutions— Enrollment 400+ Jackson (Lower Level)

Moderator: James Byo, Louisiana State University
Recorder: Christopher D. Hayes, University of Missouri – Kansas City

Roundtable 10: Private Institutions— Enrollment 1–50 Floridian A (Lobby Level)

Moderator: William Carson, Coe College
Recorder: Jordan Cox, Missouri Baptist University

Roundtable 11: Private Institutions— Enrollment 51-100 Escambia (Lower Level)

Moderator: Isaiah R. McGee, Claflin University
Recorder: Eric L. Hinton, Susquehanna University

Roundtable 12: Private Institutions— Enrollment 101-150 Broward (Lower Level)

Moderator: M. Shawn Hundley, Bethune-Cookman University
Recorder: Michael William Moore, Bob Jones University

Sunday, November 23, 2025 (Continued)

- 2:30 p.m.–4:15 p.m. **THE ESSENTIALITY OF MUSIC EDUCATION:
ADDRESSING THE SCHOOL MUSIC TEACHER SHORTAGE(Continued)**
- 3:30 p.m.–4:15 p.m. **Roundtable Discussion Groups by Size and Type—Enrollment Levels
(Continued)**
- Roundtable 13: Private Institutions— Flagler/Gilchrist (Lower Level)
Enrollment 150+**
- Moderator:* Jeremy S. Lane, Belmont University
 Recorder: Daniel Kerr, Brigham Young University Idaho
- 4:30 p.m.–5:45 p.m. **THE SCHOOL MUSIC TEACHER SHORTAGE: Jackson (Lower Level)
A CONVERSATION WITH COLLEAGUES FROM
THE ASSOCIATION EUROPÉENNE DES CONSERVATOIRES,
ACADÉMIES DE MUSIQUE ET MUSIKHOCHSCHULEN (AEC)**
- This session will provide an overview of the current realities and pressures faced by institutions located in Europe and the United States which offer higher music education programs as they pertain to the current school music teacher shortage. Consideration will be given to how such conditions and issues are impacting the education and training of music students enrolled at the collegiate level today, as well as how they may affect the future of music study. Panelists will frame the discussion by articulating commonalities and differences, and in doing so, spur attendees to expand understandings and perspectives, and consider together opportunities and possibilities. Music administrators will be asked to contemplate approaches that will not only lead to enhanced cooperation and communication but result in planning processes and action plans that will serve to advance the work of institutions to engage and educate music students to the highest possible level. Time for discussion and questions will be provided.
- Panelists:* Mary Luehrsen, University of South Carolina
 Charles “Skip” Snead, University of Alabama
 Finn Schumacker, Executive Director, Association
 Européenne des Conservatoires, Académies de
 Musique et Musikhochschulen (AEC)
- Moderator:* Lynn Tuttle, American String Teachers Association
- 4:30 p.m.–5:45 p.m. **CREATIVE MARKETING FOR Broward (Lower Level)
NON-DEGREE-GRANTING INSTITUTIONS:
ENHANCING INITIATIVES, EXPANDING APPROACHES**
- Music administrators leading both postsecondary and precollegiate non-degree-granting institutions have at their disposal not only a variety of marketing approaches from which to consider (e.g., specialized recruiting events, press outreach, partnerships, word-of-mouth, and the like), but as well, a number of delivery channels from which to choose that enable them to disseminate messaging in productive and timely fashions (e.g., digital marketing through social media platforms, email campaigns, websites, etc.). Interested in expanding not only reach but impact, opportunities that can enhance effectiveness necessary to explore during planning initiatives include approaches such as the identification of niche audiences, optimizing the use of low-cost marketing options, building strong brand identities, and recognizing strategies that return substantially on investment, to name only a few.
- During this session, attendees will explore together a number of issues that can and often do impact the creation, implementation, and effectiveness of marketing strategies

Sunday, November 23, 2025 (Continued)

4:30 p.m.–5:45 p.m. **COMMUNICATING WITH THE COMMISSIONS: Floridian A (Lobby Level)**
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 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: Curt Scheib, Indiana University of Pennsylvania
 John W. Scheib, University of Utah

Staff Resource: Ann B. Stutes, NASM National Office

4:30 p.m.–5:45 p.m. **DIALOGUE SESSIONS**

NASM hosts several dialogue sessions that provide opportunities for attendees to meet with Commission Chairs and 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, 7:30 a.m.–8:30 a.m. The dialogue session with the member of the Committee on Ethics will not be repeated.)

4:30 p.m.–5:45 p.m. **DIALOGUE SESSIONS (Continued)**
Commission on Accreditation Alachua (Lower Level)

Chair: H. Keith Jackson, West Virginia University

Commission on Community College Accreditation Baker (Lower Level)

Chair: Cynthia Bridges, Del Mar College

Committee on Ethics Bay (Lower Level)

Member: Beverly Satterfield Brown, Mitchell Community College

4:30 p.m.–6:45 p.m. **FEDERAL AND STATE CONSIDERATIONS: Citrus/Collier/Columbia (Lower Level)**
BRIEFING AND OPEN CONVERSATION

Under the law, the federal government does not control higher education. However, the federal government does play a major role in developing conditions that relate to the work of higher education, primarily through laws and regulations which define parameters for institutional participation in grant and student loan programs, and tax

Sunday, November 23, 2025 (Continued)

- 4:30 p.m.–6:45 p.m. **FEDERAL AND STATE CONSIDERATIONS:
BRIEFING AND OPEN CONVERSATION** **Citrus/Collier/Columbia (Lower Level)**
(Continued)
- policies that influence economic conditions affecting education and the arts. In this two-part session, NASM will provide an overview of current and projected federal/state activities as deemed important and applicable to music administrators and the programs they lead. Following a short break, attendees will reconvene to discuss and explore together issues of common interest and concern. The open conversation will provide to attendees an opportunity to ask questions, share experiences, and discuss issues.
- 4:30 p.m.–5:30 p.m. **Briefing: Federal Issues**
- Following an introduction to the higher education and policy landscapes, this briefing 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.
- Facilitator:* Stephen Cannistraci, NASM National Office
- 5:30 p.m.–5:45 p.m. **Break**
- 5:45 p.m.–6:45 p.m. **Open Conversation**
- Attendees will have the opportunity to discuss issues of note as they pertain to current federal and state policies, and their potential impact on the work of the institutions offering music study.
- Moderator:* Tayloe Harding, University of South Carolina
- 6:15 p.m.–7:30 p.m. **RECEPTION FOR THE ASSOCIATION** **Waterside (Lobby Level)**
Hosted by: Yamaha Corporation of America

Monday, November 24, 2025

- 7:00 a.m.–6:30 p.m. **ANNUAL MEETING REGISTRATION** **Floridian West Foyer (Lobby Level)**
- 7:15 a.m.–8:45 a.m. **COFFEE BREAK FOR THE ASSOCIATION** **Waterside (Lobby Level)**
- 7:30 a.m.–8:30 a.m. **DIALOGUE SESSIONS**
(Repeat of Sunday, 4:30 p.m.–5:45 p.m.)
- Commission on Accreditation** **Alachua (Lower Level)**
Chair: H. Keith Jackson, West Virginia University
- Commission on Community College Accreditation** **Baker (Lower Level)**
Chair: Cynthia Bridges, Del Mar College
- 7:30 a.m.–8:30 a.m. **BRIEFING: LOCAL PROBLEM-SOLVING
WITH NASM RESOURCES** **Floridian B/C (Lobby Level)**
- 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

Monday, November 24, 2025 (Continued)

7:30 a.m.–8:30 a.m. **BRIEFING: LOCAL PROBLEM-SOLVING WITH NASM RESOURCES (Continued)** **Floridian B/C (Lobby Level)**

including justification, curricular review, promotion and tenure, musician health, and others. A brief look at the NASM website, including the location of various online resources, will be included. Music executives new to NASM, or those unfamiliar with its online resources and publications, are encouraged to attend.

Presenter: Ann B. Stutes, NASM National Office

8:45 a.m.–9:45 a.m. **SECOND GENERAL SESSION** **Floridian Ballroom (Lobby Level)**

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

10:00 a.m.–12:15 p.m. **MENTAL WELL-BEING: THE CARE AND NURTURING OF STUDENTS, FACULTY AND STAFF, AND ADMINISTRATORS**

Music administrators understand well that access to music and music study is highly correlated to and a contributing factor in the general well-being of individuals and the advancement of societies, as may be expressed through well-crafted advocacy talking points and campaigns. However, given the amount of energy needed to build and sustain vibrant music programs, attention to the mental well-being of faculty and staff, students, and music administrators themselves may fall from the list of “top” priorities. In days past, such a ranking of priorities may have been less consequential to the ability of the music unit to achieve its goals and objectives. In light of today’s pressures—such as those related to personnel health, financial market conditions, societal unrest, etc.—mental well-being has become a critical issue, one that demands the consistent and careful attention of the music executive.

Noting that the definition of “care and nurturing” as it relates to those involved in the work of the music unit may vary among students, faculty and staff, and music administrators, this topic will be divided into three parts as noted below, each repeated once. Attendees will have the opportunity to attend two of the three component sessions offered. Opportunities for attendees to pose questions and discuss issues and concerns will be provided in each.

10:00 a.m.–11:00 a.m. **The Care and Nurturing of Students** **Bonnet Creek X (Lobby Level)**

The mental health and well-being of students have been and continue to be a pressing priority for music units, institutions, and the nation in general. Efforts to assist students often include the need to design, implement, and maintain systems of support that enable students to not only recognize potential dangers, but to avoid them and their impact altogether. Today’s presenters will explore current dynamics impacting the mental health and well-being of music students.

Presenters: Christian Gibson, Michigan State University
 Alexis Travis, Michigan State University

Moderator: James B. Forger, Michigan State University

The Care and Nurturing of Faculty and Staff **Bonnet Creek XII (Lobby Level)**

Working within the current difficult and ever-changing higher education landscape requires faculty to navigate both internal and external dynamics. The push and pull of these conditions can pose a challenge for those not

Monday, November 24, 2025 (Continued)

10:00 a.m.–12:15 p.m. **MENTAL WELL-BEING: THE CARE AND NURTURING OF STUDENTS, FACULTY AND STAFF, AND ADMINISTRATORS (Continued)**

10:00 a.m.–11:00 a.m. **The Care and Nurturing of Faculty and Staff Bonnet Creek XII (Lobby Level)**
(Continued)

well-versed in such dynamics and compel faculty members, sometimes without cognizance, to forsake healthy aspects of personal needs in order to fulfill professional responsibilities, whether assigned or assumed, given dedication to the institution, the music unit, and the students. This can and often does result in a myriad of conditions—one of which is burnout. The presenter will offer critical insights into the causes of and fallout from faculty burnout, exploring its dimensions and the conditions which impact faculty well-being. Attendees will be guided to recognize the characteristics of burnout and once identified, to consider strategies that assist them to minimize its effects.

Presenter: Brenda Wristen, University of Nebraska-Lincoln
Moderator: Felix Olschofka, University of Nebraska-Lincoln

The Care and Nurturing of Music Administrators Floridian B/C (Lobby Level)

Facing current challenges such as program consolidation, shrinking budgets, reductions in personnel, and declining enrollments can leave administrators with expanded responsibilities and therefore, workloads that can lead to physical exhaustion and high anxiety. Balancing internal and external conditions, coupled with the responsibility to assist and serve the needs of others can be overwhelming. Without focused attention on their own well-being, administrators may struggle to remain engaged, productive, and to keep abreast of developments in the field. In this session, attendees will become aware of how to recognize the symptoms of chronic self-care neglect, explore strategies that will assist them to bring their mental well-being into focus, and cultivate a healthy and sustainable work-life balance, thereby increasing their capacity to better serve and care for those under their supervision.

Presenter: Michael Thrasher, Troy University
Moderator: Michael D. Wilder, Wheaton College

11:15 a.m.–12:15 p.m. **The Care and Nurturing of Students Bonnet Creek X (Lobby Level)**
(repeated)

The Care and Nurturing of Faculty and Staff Bonnet Creek XII (Lobby Level)
(repeated)

The Care and Nurturing of Music Administrators Floridian B/C (Lobby Level)
(repeated)

12:15 p.m.–1:15 p.m. **LUNCHEON GATHERING Waterside (Lobby Level)**

Attendees are encouraged to purchase lunch from available outlets and gather in community to renew existing connections and establish new ones with colleagues. For those who are attending the NASM Annual Meeting for the first time, this break provides an opportunity to meet and get to know fellow music executives.

Monday, November 24, 2025 (Continued)

1:15 p.m.–3:30 p.m.

HARNESSING TECHNOLOGY: INNOVATIVE APPROACHES FOR ADMINISTRATORS

In these sessions, attendees will continue to explore technologies available that can be employed to advance and enhance the work of the music unit—specifically, administrative and applied applications available through AI and the support that can be provided by and through the effective use of data such as that collected in HEADS. It would be fair to suggest that neither AI nor the HEADS Project are new frontiers, rather, they are now established and accessible tools available to enhance creativity, communication, productivity, and advocacy efforts. Applications related to these technologies will be discussed in three sessions: *AI for Administrators – Streamlining Tasks*, *AI in the Classroom – Enhancing Teaching and Learning*, and *The Art of Data/The Data of Art*. Each session will be repeated once. Attendees will have the opportunity to attend two of the three sessions. Opportunities for attendees to pose questions and engage in discussion will be provided in each.

1:15 p.m.–2:15 p.m.

AI for Administrators – Streamlining Tasks

Floridian B/C (Lobby Level)

AI has the potential to significantly enhance workflows, freeing administrators to focus on activities such as strategic planning, personnel management, networking, and research. AI tools can increase efficiency and productivity, reduce costs by automating routine tasks, enhance data-driven decision making, improve communication and scheduling, optimize meeting management, assist with document creation, and the like. Presenters will highlight specific AI tools and share implementation strategies particularly beneficial for music administrators, while asking such questions as: What AI tools are readily available? What AI tools offer cost-effective options and positive return on investment? What are the security risks and compliance issues to consider when using AI? Can AI applications successfully integrate with existing institutional systems?

Presenters: Kevin Robert Orr, University of Florida
Imani Mosley, University of Florida

AI in the Classroom – Enhancing Teaching and Learning

Bonnet Creek XII (Lobby Level)

In the classroom setting, AI tools can be used to spur creative efforts, personalize learning platforms, enhance teacher support, and facilitate student evaluations, among others. Presenters will explore tools that personalize learning through adaptive platforms and customized practice plans. They will introduce tools that automate and streamline processes for receiving feedback and generating music for analysis and improvisation. As well, they will consider tools that enhance creativity, such as virtual music partners and immersive learning experiences. In addition to identifying AI resources, presenters will address such questions as: How can the use of AI increase both student motivation and improve music learning? When considering return on investment, what AI tools can be used in multiple locations—in the classroom, in the practice room, and at home? What constitutes responsible use of AI that respects the value of human creation, ownership, and privacy? What are the ethical considerations of using AI to supplement or support music learning?

Presenters: Per F. Broman, Bowling Green State University
Rey Sanchez, University of Miami

Monday, November 24, 2025 (Continued)

1:15 p.m.–2:15 p.m.	The Art of Data/The Data of Art	Bonnet Creek X (Lobby Level)
	<p>Many higher education music units face increasing demands for accountability on a wide variety of metrics from institutional, state, and federal bodies. Tensions may arise given the need to engage with constituencies in ways that respond to these demands while meaningfully reporting the creative and aesthetic endeavors of music units. The need to respond to these competing demands, which is likely to persist for the foreseeable future, remains a challenging yet attainable goal.</p>	
	<p>Questions focused primarily on budgetary and quantitative aspects of music often result in inefficiency and expense. As an example, when aspects of the music unit are evaluated using the same “measurements” as those applied to other academic areas, this less than desirable result is in plain sight. The opportunity to engage with quantitative measurements in a way that serves musicians can be healthy and informing, but this engagement needs to occur in a manner that recognizes the unique aspects of music units.</p>	
	<p>Today’s session will discuss how data specific to the art form can be utilized to help music units promote the importance of music study and advocate for the inclusion of music in the life of an institution and its students. The presenters will discuss various sources of available data, including that collected through the Higher Education Arts Data Services (HEADS) Project. Attendees will explore questions such as: What is necessary to inform essential institutional conversations and strategic planning? How can historical data be used to serve the annual budgeting process? How might HEADS data be used to effectively intersect with institutional data sources to best represent the distinctive aspects of the discipline?</p>	
	<p><i>(Please note: Those interested in a working session designed to explore further the functionality and use of the HEADS Navigable Dashboards may wish to attend the Morning Seminar entitled, Navigating the New HEADS Navigable Dashboards [Tuesday, November 25 from 9:30 a.m. – 11:00 a.m.].)</i></p>	
	<p><i>Presenters:</i> Andrew Mast, Lawrence University Angie K Elkins, NASM National Office</p>	
2:30 p.m.–3:30 p.m.	AI for Administrators – Streamlining Tasks <i>(repeated)</i>	Floridian B/C (Lobby Level)
	AI in the Classroom – Enhancing Teaching and Learning <i>(repeated)</i>	Bonnet Creek XII (Lobby Level)
	The Art of Data/The Data of Art <i>(repeated)</i>	Bonnet Creek X (Lobby Level)
3:45 p.m.–5:00 p.m.	REGIONAL MEETINGS: ELECTIONS AND DISCUSSION	
	<p>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 7, 8, and 9 shall conduct regularly scheduled elections of all officers. Any open officer positions in other regions shall be filled by election during these meetings.</p>	
	<p><i>(Introductions and announcements for each region will take place on Sunday, November 23 at 8:00 a.m.)</i></p>	
	Region 1 <i>Arizona, California, Hawaii, Nevada, New Mexico, Utah</i> Michael Hix, University of New Mexico, Vice Chair	Lake (Lower Level)

Monday, November 24, 2025 (Continued)

3:45 p.m.–5:00 p.m.

REGIONAL MEETINGS: ELECTIONS AND DISCUSSION (Continued)

Region 2

Alaska, Idaho, Montana, Oregon, Washington
Benjamin Brody, Whitworth University, Chair

Manatee (Lower Level)

Region 3

Colorado, Kansas, Missouri, Nebraska, North Dakota, South Dakota, Wyoming
Karen Fannin, University of Nebraska Omaha, Chair

Nassau (Lower Level)

Region 4

Illinois, Iowa, Minnesota, Wisconsin
Andrew R. Glendening, Northern Illinois University, Chair

Palm Beach (Lower Level)

Region 5

Indiana, Michigan, Ohio
William Mathis, Bowling Green State University, Chair

Taylor (Lower Level)

Region 6

Connecticut, Delaware, District of Columbia, Maine, Maryland, Massachusetts, New Hampshire, New Jersey, New York, Pennsylvania, Rhode Island, Vermont, West Virginia
Milton R. Laufer, Carnegie Mellon University, Vice Chair

Hamilton/Indian River (Lower Level)

Region 7

Florida, Georgia, North Carolina, Puerto Rico, South Carolina, Virginia
Linda Apple Monson, George Mason University, Chair

Orange (Lower Level)

Region 8

Alabama, Kentucky, Mississippi, Tennessee
Jeremy S. Lane, Belmont University, Vice Chair

Union (Lower Level)

Region 9

Arkansas, Louisiana, Oklahoma, Texas
Jeff Bright, Arkansas Tech University, Chair

Jackson (Lower Level)

5:15 p.m.–6:30 p.m.

BRIEFING FOR NASM EVALUATORS

Floridian B/C (Lobby Level)

This annual briefing is offered 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: Representatives from accredited institutional members interested in becoming NASM evaluators are encouraged to contact the National Office staff for consideration for training in 2026.)

Presenter: Karen P. Moynahan, NASM National Office

Monday, November 24, 2025 (Continued)

5:15 p.m.–6:30 p.m. **OPEN FORUM: HISTORICALLY BLACK INSTITUTIONS** **Palm Beach (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 Zachery, Norfolk State University

5:15 p.m.–6:30 p.m. **ROUNDTABLE FOR SMALL MUSIC UNITS** **Nassau (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: Ilka Araujo, Texas Wesleyan University

5:15 p.m.–6:30 p.m. **OPEN FORUM: ISSUES IN SACRED MUSIC/WORSHIP STUDIES** **Orange (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: Randall L. Sheets, Lee University

5:15 p.m.–6:30 p.m. **ROUNDTABLE FOR COMMUNITY AND TWO-YEAR COLLEGES** **Lake (Lower Level)**

This interactive session will provide an opportunity to brainstorm and discuss ideas and best practices relevant to community and two-year colleges. Participants will be encouraged to share information gleaned from their own experiences. Attendance is open to all interested individuals.

Moderator: Jennifer Cunningham, Kirkwood Community College

5:15 p.m.–6:30 p.m. **ROUNDTABLE FOR NON-DEGREE-GRANTING INSTITUTIONS** **Taylor (Lower Level)**

This interactive session will provide an opportunity to brainstorm and discuss ideas and best practices relevant to non-degree-granting institutions. Participants will be encouraged to share information gleaned from their own experiences. Attendance is open to all interested individuals.

Moderator: Lee Cioppa, The Colburn School

Tuesday, November 25, 2025

7:30 a.m.–12:15 p.m. **ANNUAL MEETING REGISTRATION** **Floridian West Foyer (Lobby Level)**

7:30 a.m.–9:30 a.m. **BOARD OF DIRECTORS BREAKFAST SEMINAR MEETING** **Orange (Lower Level)**
(Board of Directors members only)

8:00 a.m.–12:00 noon **SPECIFIC PROCEDURES FOR NASM EVALUATION** **Floridian B/C (Lobby 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 during 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

Tuesday, November 25, 2025 (Continued)

8:00 a.m.–12:00 noon **SPECIFIC PROCEDURES FOR NASM EVALUATION** **Floridian B/C (Lobby Level)**
(Continued)

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.–12:00 noon **ONE-ON-ONE MEETINGS WITH EXPERIENCED ADMINISTRATORS AND/OR NASM STAFF**

These pre-scheduled individual appointments with NASM experienced administrators and/or NASM staff will provide to Annual Meeting registrants an opportunity to discuss topics of interest related to the work of NASM. Experienced administrators will discuss topics of interest related to the administration of music units. NASM staff will assist with topics of an accreditation nature.

(Please note: Experienced 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 experienced administrators do not represent or reflect official views, positions, or interpretation/application of NASM standards and guidelines.)

(These one-on-one meetings were requested in advance of the Annual Meeting during the registration process. Onsite requests will not be available; however, individuals may contact the National Office for guidance at any time.)

8:00 a.m.–11:00 a.m. **FINANCIAL BASICS: FUNDAMENTAL PRINCIPLES, **Bonnet Creek IV (Lobby Level)****
CREATIVE SOLUTIONS

Music units face increasingly complex and ever-evolving financial pressures both from within and beyond the institution, including reductions in operating funds, reductions in force and retirements, declining enrollments, the need to maintain equipment and technology as current, aging facilities and associated maintenance costs, mergers with other units on campus, and the like. Adding to these challenges, administrators often begin their tenure without the formal training or mentorship necessary to maintain financial accountability of the music unit or understand the unit's financial positioning within the institution. This session is intended to help demystify financial responsibilities and to provide an overview of the basic knowledge necessary to have in hand if the music administrator is to ensure the successful financial management of the music unit.

8:00 a.m.–9:15 a.m. **Budgeting 101: Financial Basics – A Focus on Nuts and Bolts**

Presenters will begin with the basics, discussing the various types of budget models while providing an overview of standard terminology necessary to conduct informed communication within existing institutional financial cultures. They will clarify the information that must be in hand, such as the music administrator's knowledge of assigned financial responsibilities, sources

Tuesday, November 25, 2025 (Continued)

8:00 a.m.–11:00 a.m. **FINANCIAL BASICS: FUNDAMENTAL PRINCIPLES, CREATIVE SOLUTIONS (Continued)** **Bonnet Creek IV (Lobby Level)**

8:00 a.m.–9:15 a.m. **Budgeting 101: Financial Basics – A Focus on Nuts and Bolts (Continued)**

and uses of the music unit’s funds, the actual dollar amounts under the control of the music administrator, and the role of the faculty in the budget conversation.

Presenters will then turn to the topic of budgeting. Discussion will focus on personnel on campus who can help; the various personnel music administrators will encounter within the institutional infrastructure; those who make decisions regarding how monies are spent; how budgets inform planning; and how/if budgets are aligned with the mission, goals, and objectives of both the music unit and the institution. The presenters will outline practices and approaches that tend to contribute to sound fiscal management.

Categories of revenue and expenditures within budgets will be explored, including but not limited to, the function of operational lines such as facilities, equipment, and supplies; compensation for faculty, staff, and student assistants; scholarships—both institutional and endowed; and other lines such as marketing, recruiting, and alumni development. Once identified, presenters will highlight best strategies for building, submitting, and advocating for proposed budgets. Presenters will also outline strategies for operating under a balanced budget; balancing monthly expenses; and the responsibility of the music administrator to identify new revenue streams, such as working with advancement officers to identify new donors, applying for external grants, etc.

9:15 a.m.–9:30 a.m. **Break**

9:30 a.m.–11:00 a.m. **Budgeting 201: Creative Solutions – Navigating Fiscal Challenges**

Once the basics are in hand, the presenters will explore with attendees how the understandings developed as outlined above can be used to leverage financial information, specifically to inform, support, and advance well-conceived advocacy campaigns. Music administrators will consider the tools necessary to defend and advance proposed budgets, and in doing so, to speak to the importance of sustaining and growing the music program. Presenters will offer a myriad of strategic solutions for navigating fiscal challenges, including but not limited to, the allocation of student fees, identifying new revenue sources including cultivating new donors, preparing internal and external grant applications, expanding recruiting demographics, navigating program reduction and consolidation, involving faculty in budget planning, and using data accessed via the HEADS Navigable Dashboards to support positions and enlighten understanding. Presenters and attendees together will identify some of the most critical fiscal challenges faced today and discuss strategic and creative solutions which can enhance the potential for sustaining or improving positions of financial stability.

Presenters: Michael G. Ibrahim, Ohio State University
Emily Ondracek-Peterson, Old Dominion University
Cory D. Wikan, Centenary College of Louisiana

Tuesday, November 25, 2025 (Continued)

9:30 a.m.-11:00 a.m.

MORNING SEMINARS

New to the NASM Annual Meeting in 2025, these Morning Seminars will provide opportunities for self-selected groups of administrators to explore in depth a number of topics of particular importance and relevance. This year's seminars will include the following topics: Auditions, Curricular Design, Difficult Conversations, The HEADS Navigable Dashboards, and Strategic Planning.

AUDITIONS: THEIR PURPOSE, ROLE, AND VALUE **Bonnet Creek VII (Lobby Level)**

In light of shifting student demographics and the proliferation of non-auditioned degree pathways, attendees will consider the purpose, role, and value of the audition process. Exploring strategies such as providing provisional acceptance, including interviews and workshops as a part of the audition process, assessing music proficiency beyond sightreading skills, attendees will examine how various audition strategies may or may not result in increased acceptance rates, improved retention, and student success.

Facilitator: Eric Honour, University of Central Missouri

CURRICULAR DESIGN: ALIGNING TITLE WITH CONTENT **Bonnet Creek V (Lobby Level)**

NASM standards and guidelines affirm that degree titles must be consistent with content and that practices of member institutions should support the system of academic currency that allows degrees to be broadly understood and widely accepted. Attendees will consider the purpose and nature of both majors and areas of emphasis/tracks/concentrations offered within liberal arts and professional undergraduate degree programs while exploring the multitude of possible title variations, including the expectations for competency development aligned with each.

Facilitator: Calvin Hofer, Colorado Mesa University

DIFFICULT CONVERSATIONS: HOW TO REMAIN ON TOPIC **Bonnet Creek IX (Lobby Level)**

Music administrators face challenging issues which vary in nature and degree on a daily basis—current concerns that require immediate attention, those that are “brewing,” and those that persist long-term. Effective leaders learn to recognize when and how to approach these issues, in particular, facilitating difficult conversations. Referencing case studies, attendees will explore examples and share practices that will equip music administrators to better facilitate difficult conversations with faculty, staff, students, and other administrators.

Facilitator: Heather Landes, Arizona State University

NAVIGATING THE NEW HEADS NAVIGABLE DASHBOARDS **Bonnet Creek VI (Lobby Level)**

The HEADS Navigable Dashboards are an accessible and persuasive tool available to music executives navigating the front lines of program advocacy. Whether looking to justify existing degrees or advocate for new programs, increase the number of faculty and staff lines, secure additional resources, etc., music administrators may find relevant data that corroborates enrollment trends, market demand, faculty efficiency, financial costs, and the like, to be

Tuesday, November 25, 2025 (Continued)

9:30 a.m.-11:00 a.m.

MORNING SEMINARS (Continued)

**NAVIGATING THE NEW HEADS
NAVIGABLE DASHBOARDS (Continued)**

Bonnet Creek VI (Lobby Level)

helpful. During this session, attendees will take a focused look at how to gather and organize data available in the HEADS Navigable Dashboards while identifying tactical strategies for integrating data into strategic planning endeavors.

Facilitators: Andrew Mast, Lawrence University
Angie K Elkins, NASM National Office

STRATEGIC PLANNING: WHERE TO BEGIN Bonnet Creek VIII (Lobby Level)

What is the best way to lead during and through challenging times? How can leaders simultaneously sustain operational excellence, manage long-range planning, and secure program buy-in? Each year, music administrators face the challenge of creating action plans that align with institutional priorities and planning cycles while also addressing the unique needs of their programs. In this seminar, attendees will explore together practical, actionable strategies intended to enhance collaboration and strengthen faculty engagement, all while keeping student success at the forefront.

Facilitator: David Cutler, University of South Carolina

12:00 noon

ADJOURNMENT

**NATIONAL ASSOCIATION OF SCHOOLS OF MUSIC
102nd Annual Meeting
November 20 – 24, 2026
Hyatt Regency St. Louis at The Arch
St. Louis, Missouri**

NATIONAL ASSOCIATION OF SCHOOLS OF MUSIC
101st Annual Meeting
November 21 – 25, 2025

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Position Open [2027]

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* Hilary Harston
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Arizona, California, Hawaii, Nevada, New Mexico, Utah

Region 2

- * Benjamin Brody (2027)
Whitworth University
Alaska, Idaho, Montana, Oregon, Washington

Region 3

- * Karen Fannin (2027)
University of Nebraska Omaha
Colorado, Kansas, Missouri, Nebraska, North Dakota, South Dakota, Wyoming

Region 4

- * Andrew Glendening (2026)
Northern Illinois University
Illinois, Iowa, Minnesota, Wisconsin

Region 5

- * William Mathis (2026)
Bowling Green State University
Indiana, Michigan, Ohio

Region 6

- * Milton Laufer, Vice Chair (2026)
Carnegie Mellon 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)
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Region 9

- * Jeff Bright (2025)
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- Position Open [2025]*

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101st Annual Meeting

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