

NATIONAL ASSOCIATION OF SCHOOLS OF DANCE

Forty-Third Annual Meeting

Program

**Hilton El Conquistador Tucson
Tucson, Arizona**

September 13 – 15, 2023

NATIONAL ASSOCIATION OF SCHOOLS OF DANCE

September 13, 2023

Dear Colleagues:

Welcome to Tucson and the Forty-Third Annual Meeting of the National Association of Schools of Dance. We are pleased that you are here and hope this will be a positive and meaningful experience for each registrant.

The participation of each attendee is important. The expertise, experience, and dedication assembled here for these days surely provide a tremendous resource for all of us. We represent a large array of institutions and programs, from professional studio schools, to liberal arts colleges, to doctoral degree-granting institutions. Our work encompasses the gamut of responsibilities from performance and creation to education, research, and scholarship. Therefore, the NASD Annual Meeting represents an important time to make connections across the whole field and to gain a deepening perspective of the unique role that we and our institutions play across the entire dance effort.

Making and renewing connections is an important aspect of this Annual Meeting. If you see an asterisk on a name badge, it indicates that the individual is attending the NASD meeting for the first time. Please make these individuals feel welcome. A colored dot on a name badge signifies a member of the NASD Board of Directors. We hope you will take time to get to know your fellow attendees.

NASD is a service-oriented organization. It exists to help institutions, program administrators, and faculties do their best work. If there is any way that the Association can assist you during this conference or after you have returned home, we hope you will not hesitate to ask.

Please accept my best wishes for a successful, inspirational meeting.

Sincerely,

A handwritten signature in black ink, appearing to read "Larry Attaway". The signature is fluid and cursive, with a large initial "L" and a long, sweeping underline.

Larry A. Attaway
President

LA:abs

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NATIONAL ASSOCIATION OF SCHOOLS OF DANCE

43rd Annual Meeting

September 13 – 15, 2023

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NATIONAL ASSOCIATION OF SCHOOLS OF DANCE

43rd Annual Meeting

September 13 – 15, 2023

Program of Events

PLEASE NOTE:

- **Separate fees are required for the NASD 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.**

Wednesday, September 13

8:00 a.m. – 6:00 p.m. **ANNUAL MEETING REGISTRATION** **Ballroom Foyer (Lobby Level)**

9:00 a.m. – 5:00 p.m. **COMMISSION ON ACCREDITATION** *(Continued)* **Santa Rita (Upper Level)
*(Commission members only)***

9:00 a.m. – 4:00 p.m. **PRE-MEETING WORKSHOP FOR NEW DANCE ADMINISTRATORS** **Presidio IV (Lobby Level)**
(Advance registration and separate fee required)

9:00 a.m. – 9:10 a.m. **Introductions and Orientation**
Facilitator: Anjali Austin, Florida State University

9:10 a.m. – 9:15 a.m. **Welcome from the President of NASD**
Larry A. Attaway, Butler University

9:15 a.m. – 10:15 a.m. **Managing and Leading in the Institutional Community**
As members of the institutional community, dance administrators must work to establish and cultivate relationships between the dance unit and various communities which exist both within and beyond the institution. This session will focus on 1) developing relationships with other administrators and leaders in various communities, 2) designing and revising effective strategies and approaches for promoting dance as an indispensable academic discipline within the institution and community, and 3) accurately and positively representing the work of the dance unit to all communities.

Together, the group will consider the following questions: What are some examples of effective leadership styles for dance administrators? How does one develop one's own leadership style? How does one develop a leadership style that will be effective given the multitude of issues that exist in any given dance unit? Do different issues require different styles? How can a leader improve existing leadership skills?

Wednesday, September 13 (Continued)

9:00 a.m. – 4:00 p.m. **PRE-MEETING WORKSHOP FOR NEW DANCE ADMINISTRATORS** **Presidio IV (Lobby Level)**
(Continued)

Several short examples describing leadership successes and failures will be provided and are intended to assist attendees to explore ways of finding their own leadership styles. These vignettes will serve as springboards, providing opportunities for attendees to discuss the myriad responsibilities of dance administrators, such as people management, oral and written communication, resource allocation, and planning.

Presenter: Gerald Casel, Rutgers University, The State University of New Jersey

10:30 a.m. – 11:30 a.m. **Goals, Planning, and Time Management**

This session will focus on the value of and suggested procedures for establishing realistic goals and objectives that serve as the basis for effective long-range planning and enable realistic considerations that govern the productive use of time.

The work of the dance administrator today requires an awareness of the necessity for careful and balanced cultivation among multiple constituencies. Therefore, goal setting becomes a necessary and effective way to establish personal, institutional, and community priorities. When successful, this effort lays the groundwork for and focuses planning initiatives. Successful administrators are able to set goals, plan, 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 to address efficiently and effectively the ever-increasing number of questions, challenges, and issues that arise.

Suggestions with regard to setting goals, developing approaches to planning, and successful ways to think about time and its effective use will be presented.

Presenter: Angela M. Gallo, Coker University

11:45 a.m. – 12:45 p.m. **Box Lunch for New and Seasoned Dance Administrators Workshop Attendees** **Presidio V (Lobby Level)**
(Attendees of both workshops will enjoy lunch together, offering an opportunity to all to connect and develop potential mentoring relationships.)

1:00 p.m. – 2:00 p.m. **Financial Management and Fundraising**

Dance programs are complex. Such complexities create expenses on many levels and in many dimensions, some of which require fundraising efforts. Technology compounds this issue by generating additional budget pressures in terms of equipment and the need to maintain its currency. Successful financial management, therefore, requires not only detailed knowledge of costs, but also the savvy required to advocate budget needs, the ability to

Wednesday, September 13 (Continued)

9:00 a.m. – 4:00 p.m. **PRE-MEETING WORKSHOP FOR NEW DANCE ADMINISTRATORS** **Presidio IV (Lobby Level)**
(Continued)

allocate and manage funds effectively, and the wherewithal to advocate for the dance unit in ways that will generate funding or revenue. This session will begin with an introduction of existing realities and the pressures they bring to bear on institutions and, specifically, dance units. Predominant focus will be placed on financial planning, both short- and long-range; ideas and approaches with regard to fundraising efforts; developing and maintaining sound fiscal policies and procedures; and ways to approach fiscal stability in order to ensure the ongoing financial viability of the institution or unit.

Presenter: Maura Keefe, University of Maryland, College Park

2:15 p.m. – 3:15 p.m. **External and Community Relations**

Many successful dance administrators maintain extensive contacts in their local and regional communities. These contacts can prove valuable when interests arise in developing institution/community collaborations, whether through outreach events, public performances, masterclasses offered to local training programs, or partnerships with local arts organizations. This session will consider the nature of strong relationships which can be established between a dance unit and its current and potential future external partners. Attendees will consider how presentations of dance, relationships with dance programs in public and private schools, and the development of community support groups can enhance opportunities for students, faculty, and administrators. Methodologies for connecting educational goals and objectives with community development goals will be explored.

Presenter: Anjali Austin, Florida State University

3:30 p.m. – 4:00 p.m. **Summary Discussion and Closing Remarks**

Moderator: Anjali Austin, Florida State University

Please note: Participants should plan to attend the Box Lunch for New and Seasoned Dance Administrators Workshop Attendees from 11:45 a.m.–12:45 p.m., Open Conversation for All Pre-Meeting Attendees from 4:15 p.m.–5:15 p.m., and the Reception for Pre-Meeting Attendees from 5:30 p.m.–6:30 p.m.

11:45 a.m. – 4:00 p.m. **PRE-MEETING WORKSHOPS FOR SEASONED DANCE ADMINISTRATORS**
(Advance registration required)

11:45 a.m. – 12:45 p.m. **Box Lunch for New and Seasoned Dance Administrators Workshop Attendees** **Presidio V (Lobby Level)**
(Attendees of both workshops will enjoy lunch together, offering an opportunity to all to connect and develop potential mentoring relationships.)

Wednesday, September 13 (Continued)

11:45 a.m. – 4:00 p.m. **PRE-MEETING WORKSHOPS FOR SEASONED DANCE ADMINISTRATORS**
(Continued)

1:00 p.m. – 4:00 p.m. **Facilitated Discussion**

The responsibilities of the dance administrator are complex and multifaceted. Each day brings new challenges and opportunities. Over time, the roles and responsibilities of an administrator often expand, change, and evolve. These pre-meeting workshops—one designed especially for seasoned administrators from degree-granting institutions and one for seasoned administrators from professional studio schools—will offer opportunities for administrators to discuss various issues. Suggestions for topics will be solicited in advance from attendees and may include but not be limited to: the changing role of the dance administrator; working with faculty, students, and staff; evaluating the level of student work; communicating with upper administrators/board members; working with members of the community; financial management of the dance program; marketing the dance program to prospective students and the public; strategies for dealing with difficult situations; and succession planning. Attendees from all types of institutions and from all levels of administration may participate. However, individuals new to dance administration may wish to attend the Pre-Meeting Workshop for New Dance Administrators offered on Wednesday, September 13, 2023, from 9:00 a.m.–4:00 p.m.

Please note: Participants should plan to attend the Box Lunch for New and Seasoned Dance Administrators Workshop Attendees from 11:45 a.m.–12:45 p.m., Open Conversation for All Pre-Meeting Attendees from 4:15 p.m.–5:15 p.m., and the Reception for Pre-Meeting Attendees from 5:30 p.m.–6:30 p.m.

DEGREE-GRANTING INSTITUTIONS

Joshua Tree (Lobby Level)

Facilitators: Mary Lisa Burns, New World School of the Arts
Elizabeth Gillaspay, Texas Christian University

PROFESSIONAL STUDIO SCHOOLS

Sonoran (Upper Level)

Facilitators: Michelle Manzanales, Ballet Hispánico School of Dance
Sharon Story, Atlanta Ballet Centre for Dance Education

4:15 p.m. – 5:15 p.m. **OPEN CONVERSATION FOR ALL
PRE-MEETING WORKSHOP ATTENDEES**

Presidio V (Lobby Level)

Facilitators will recap and provide a summary of the day’s discussions. In addition, an opportunity for open conversation will be provided for all pre-meeting workshop attendees, presenters, and facilitators, enabling both new and seasoned administrators to meet and discuss topics of interest, including shared issues that permeate all levels of administrative experience.

Wednesday, September 13 *(Continued)*

4:15 p.m. – 5:15 p.m. **OPEN CONVERSATION FOR ALL
PRE-MEETING WORKSHOP ATTENDEES** **Presidio V (Lobby Level)**
(Continued)

Attendees of the Pre-Meeting Workshop for New Dance Administrators and the Pre-Meeting Workshops for Seasoned Dance Administrators from Degree-Granting Institutions and Professional Studio Schools are invited and asked to attend.

Facilitators: Anjali Austin, Florida State University
Mary Lisa Burns, New World School of the Arts
Sharon Story, Atlanta Ballet Centre for Dance Education

5:15 p.m. – 5:30 p.m. **BOARD OF DIRECTORS NEW MEMBER BRIEFING** **Boardroom (Lobby Level)**
(Board of Directors members only)

5:30 p.m. – 6:30 p.m. **RECEPTION FOR PRE-MEETING WORKSHOP ATTENDEES** **Sundance Courtyard**
(Cash bar)

All pre-meeting workshop attendees, presenters, and facilitators are invited to this informal reception, which will provide an opportunity to meet, greet, and cultivate valuable professional relationships with other dance administrators. Attendees are encouraged to continue the conversations begun during the day's workshops and Open Conversation session. All registrants are welcome to attend.

5:30 p.m. – 9:00 p.m. **BOARD OF DIRECTORS BUSINESS MEETING AND DINNER** **Boardroom (Lobby Level)**
(Board of Directors members only)

Thursday, September 14

7:30 a.m. – 6:00 p.m. **ANNUAL MEETING REGISTRATION** **Ballroom Foyer (Lobby Level)**

8:00 a.m. – 9:00 a.m. **ORIENTATION FOR EXECUTIVES NEW TO NASD** **Joshua Tree (Lobby Level)**

This session will provide an overview of NASD: its services and role as an accrediting agency, with special attention to the benefits and responsibilities of accredited institutional membership, and a summary of salient publications. Discussion will emphasize ways the Association and its work can assist administrators to fulfill the many and varied aspects of their local responsibilities. Individuals attending the NASD Annual Meeting for the first time are especially encouraged to attend.

Presenters: Nora Ambrosio, Slippery Rock University
Stephen Pier, The Hartt School

Thursday, September 14 (Continued)

8:30 a.m. – 9:00 a.m. **BRIEFING FOR FACILITATORS, MODERATORS,
AND RECORDERS** **Agave I (Lobby Level)**
(By invitation only)

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: Mary Lisa Burns, New World School of the Arts
Staff Resource: Stephen Cannistraci, NASD National Office

9:00 a.m. – 10:00 a.m. **GENERAL SESSION: PLENARY BUSINESS MEETING** **Coronado (Lobby Level)**

Call to Order
Determination of Quorum
Minutes
Report of the Commission on Accreditation
Introduction of Newly Accredited Institutional Members
Report of the Committee on Ethics
Report of the Treasurer
Announcements
Report of the Executive Director
Action on Proposed *Handbook* Changes
Election of Officers
Report of the President
New Business
Adjournment

10:15 a.m. – 12:00 p.m. **KEYNOTE ADDRESS:** **Coronado (Lobby Level)**
THE IMPORTANCE AND VALUE OF COLLEGIATE STUDY IN DANCE

Professional training is an important aspect of collegiate dance programs regardless of the type of curricular program in which a student may be enrolled. At the heart of dance study lies a long-standing practice—to educate and train students to the highest possible level—assisting them to develop expertise and acquire the knowledge, skills, and abilities that not only advance their own work and life paths, but as well, the field of dance, which encompasses both its historical traditions as well as its new and burgeoning genres. Attendees will explore these issues.

10:15 a.m. – 11:00 a.m. **Keynote Presentation**

Speaker: Francesca Harper, The Ailey School
Title: “*Legacy Shaping the Future*”
Moderator: Larry Attaway, Butler University

11:00 a.m. – 11:15 a.m. **Break**

11:15 a.m. – 12:00 p.m. **Roundtable Discussions** **(Rooms Noted Below)**

The roundtables are intended to serve as forums to discuss various issues as they pertain to the preceding keynote presentation. Attendees are asked to consider and discuss the nature of professional training today, specifically as guided by the work of institutions offering postsecondary

Thursday, September 14 (Continued)

10:15 a.m. – 12:00 p.m. **KEYNOTE ADDRESS:**

THE IMPORTANCE AND VALUE OF COLLEGIATE STUDY IN DANCE
(Continued)

dance education. As well, attendees are asked to look to the future, and considering the expansion of various forms of dance, envision not only the impact this expansion may have on professional training, but the ways in which this growth in breadth and depth will affect how professional training is approached by the field. Participants are asked to give thought to this topic in advance. Each roundtable will provide to attendees an opportunity to share ideas and thoughts and consider options and opportunities. Discussion comments and issues noted by session recorders that have the potential to inform the future work of NASD will be provided to and considered by the NASD Board of Directors.

Roundtable #1: Attendee Last Name A–C **Agave I (Lobby Level)**

Moderator: Krista Bower, Belhaven University

Recorder: Amanda Clark, Western Kentucky University

Roundtable #2: Attendee Last Name D–J **Agave II (Lobby Level)**

Moderator: Brianna Jahn, University of Southern Mississippi

Recorder: Angela M. Gallo, Coker University

Roundtable #3: Attendee Last Name K–O **Agave III (Lobby Level)**

Moderator: Jennifer Keller, Slippery Rock University

Recorder: Melonie Murray, University of Utah

Roundtable #4: Attendee Last Name P–Z **Joshua Tree (Lobby Level)**

Moderator: James Robey, Radford University

Recorder: Clint “Skip” Taylor, University of Georgia

12:00 p.m. – 1:15 p.m. **LUNCHEON FOR THE ASSOCIATION** **Presidio V (Lobby Level)**

1:30 p.m. – 3:15 p.m. **THE DANCE CURRICULUM OF TOMORROW:
DESIGNING INNOVATIVE CURRICULAR PROGRAMS—
A ROUNDTABLE DISCUSSION** **Coronado (Lobby Level)**

1:30 p.m. – 2:15 p.m. **Presentation**

Dance education and training has become highly sophisticated over the last several decades. This is due in no small part to the efforts of dance administrators to articulate expectations for courses of dance study—both at the degree- and non-degree-granting levels. These efforts have resulted in a body of consensus-driven national standards which offer the structures for various types of curricular programs (i.e., non-degree-granting programs, undergraduate liberal arts and professional degree-granting programs, initial and terminal graduate degree-granting programs). These structures, articulated in the NASD *Handbook*, are set within a framework which supports, encourages, and enables creativity and innovation. During today’s session, the presenters will share with attendees approaches to curricular planning and implementation that not

Thursday, September 14 (Continued)

1:30 p.m. – 3:15 p.m. **THE DANCE CURRICULUM OF TOMORROW:
DESIGNING INNOVATIVE CURRICULAR PROGRAMS—
A ROUNDTABLE DISCUSSION** **Coronado (Lobby Level)**
(Continued)

only seek to advance the expertise and knowledge base of their students, but as well, collegiate study in dance. Considering that the future of collegiate dance study is in large part vested in the hands of those holding expertise in dance, attendees will explore and consider together issues such as creative approaches to curricular planning, designing and implementing innovative programs, retooling existing programs, and revisiting as necessary and maintaining what exists. Attendees will have the opportunity to share innovative techniques that have been implemented and found successful, and those less so. In addition, attendees will consider the role institutional and dance unit missions play in the design and implementation of curricular programs. Attendees will discuss ways to incorporate innovative thought and creative design into their own institutional considerations. As well, consideration will be devoted to the place new forms of dance, both those known and those to come, might hold in the curriculum.

Panelists: Carl Flink, University of Minnesota, Twin Cities
 Onye Ozuzu, University of Florida

Moderator: Janet Lilly, University of North Carolina at Greensboro

2:15 p.m. – 2:30 p.m.

Break

2:30 p.m. – 3:15 p.m.

Breakout Discussions **(Rooms Noted Below)**

(Please note: Institutions offering more than one type of curricular program should choose a roundtable based on their current primary interest.)

The breakout discussions are intended to serve as forums to discuss various issues as they pertain to the preceding presentation. Attendees are asked to articulate the conditions that drive the need for consideration of curricular enhancement or change, to envision the creative and innovative possibilities inherent in such considerations, and to explore various approaches to the design and implementation of curricular programs that will result in student engagement and success. Participants are asked to give thought to these issues in advance. Each roundtable will provide attendees an opportunity to share ideas and thoughts and consider options and opportunities. Discussion comments and issues noted by session recorders that have the potential to inform the future work of NASD will be provided to and considered by the NASD Board of Directors.

Breakout #1: Institutions Offering **Agave I (Lobby Level)**
Undergraduate Degree Programs (Liberal Arts Degrees) in Dance

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

Moderator: Julianne O’Brien, Chapman University

Recorder: Shayla Bott, Brigham Young University

Thursday, September 14 (Continued)

1:30 p.m. – 3:15 p.m. **THE DANCE CURRICULUM OF TOMORROW:
DESIGNING INNOVATIVE CURRICULAR PROGRAMS—
A ROUNDTABLE DISCUSSION**
(Continued)

Breakout #2: Institutions Offering **Joshua Tree (Lobby Level)**
**Undergraduate Degree Programs (Professional Degrees/Non-
Degree-Granting Professional Training Programs) in Dance**

Primarily for institutions that offer professional (B.F.A.) baccalaureate degree programs.

Moderator: Amanda Ling, Columbia College

Recorder: Stephen Cannistraci, NASD National Office

Breakout #3: Institutions Offering **Agave III (Lobby Level)**
**Master of Fine Arts Degree Programs/Non-Degree-Granting
Professional Training Programs in Dance**

Primarily for institutions that offer terminal degree programs in dance practice areas.

Moderator: Rebekah J. Kowal, University of Iowa

Recorder: Elizabeth McPherson, Montclair State University

Breakout #4: Institutions Offering **Agave II (Lobby Level)**
Graduate Research Degree Programs in Dance

Primarily for institutions that offer graduate research degree programs.

Moderator: Charles O. Anderson, Ohio State University

Recorder: Jordan Fuchs, Texas Woman's University

3:30 p.m. – 4:45 p.m. **OPEN FORUM: MANAGING BLENDED DEPARTMENTS** **Joshua Tree (Lobby Level)**

This Open Forum is offered for dance executives to enable discussion of issues and challenges that arise when dance is blended with another (or other) department(s), such as theatre, music, communications, etc. Attendees will consider the following: In blended departments, what must be done to ensure that dance as a discipline remains sufficiently independent and autonomous from the other discipline(s)? What steps must be taken to ensure that dance executives are provided sufficient responsibility, decision-making authority, and support? What is the impact on the education and training of dance students in blended departments? What is the impact on the administrative and teaching loads of dance executives in blended departments? These issues and others will be discussed in detail, allowing dance administrators currently involved in or anticipating involvement in blended departments to brainstorm together not only the challenges presented, but potential solutions which may enable dance executives to maintain the independence, autonomy, and authority necessary to administer all aspects of the dance program.

Facilitator: Stephanie L. Milling, University of South Carolina
Matt Pardo, James Madison University

Thursday, September 14 (Continued)

3:30 p.m. – 4:45 p.m. **OPEN FORUM: MUSIC LICENSING DEMYSTIFIED** **White Dove (Lobby Level)**

Due to interest expressed in 2022, NASD will once again offer an opportunity for attendees to discuss protocols and questions in hand pertaining to music licensing. Attendees at this session will discuss current music licensing issues, including existing laws, regulations, and federal guidance issued as it pertains to the use of live and recorded music in conjunction with dance performances, classroom teaching, and student and faculty work. The need for required permissions will be discussed and methods of requesting permission will be suggested, providing dance executives with deeper knowledge and understanding of the landscape of music copyright. Time will be provided for open conversation and questions.

Facilitator: Samantha Mecca, University of Michigan

3:30 p.m. – 4:45 p.m. **OPEN FORUM: THE WORK OF THE COMMISSION ON ACCREDITATION** **Agave I (Lobby Level)**

As articulated in the NASD Bylaws, the NASD Commission on Accreditation holds the responsibility to review institutions and in doing so, to apply the accreditation and membership standards of the Association. The Commission determines qualifications of institutions desiring accreditation/reaccreditation, and after thorough examination in accordance with stated Association procedures, the Commission takes action on behalf of the Association. In its role, the Commission is responsible to review and consider the ongoing compliance of accredited institutional members. During this Open Forum, attendees will have the opportunity to ask questions and engage in open dialogue with the Chair of the Commission and NASD staff regarding the work of the Commission. Although the facilitators will be unable to comment on accreditation actions or issues specific to a particular institution, they will describe the work of the Commission and address questions about accreditation policy and procedure. Attendees will have the opportunity to ask questions and to engage in open dialogue.

Facilitator: Janet Lilly, University of North Carolina at Greensboro

Staff Resource: Karen P. Moynahan, NASD National Office

5:00 p.m. – 6:15 p.m. **ANNUAL REPORTING REQUIREMENTS AND ADMINISTRATIVE RESOURCES** **Joshua Tree (Lobby Level)**

This session will provide an overview of specific reporting requirements for accredited institutional members of NASD, including the Accreditation Audit, Affirmation Statement, Supplemental Annual Report, and the HEADS Data Survey. It will also enumerate and explain the purposes of several sets of NASD publications designed to assist institutions in the formulation of local proposals and policies. These supplemental publications touch upon issues including faculty work, promotion and tenure; the duties of administrators; planning and futures analysis; assessment; and communicating with others, explaining the principles, aspirations, and suggested considerations for the development of effective and quality programs in dance. A brief look at the NASD website, highlighting the location of various online resources, will be offered.

Presenter: Nora R. Hamme, NASD National Office

Friday, September 15 (Continued)

9:00 a.m. – 10:30 a.m. **EFFECTIVE PLANNING INITIATIVES:**

Coronado (Lobby Level)

THE ROLE AND VALUE OF STRATEGIC THINKING

9:00 a.m. – 9:30 a.m.

Presentation

Strategic planning is a critical and necessary aspect of the short-term health and viability and long-range relevance of any dance program. Strategic planning can assist dance administrators to consider and address current realities, and to plan for the future, including anticipating inevitable challenges and unknowns. Successful strategic planning initiatives are informed by clearly defined mission statements, thoughtfully articulated and understood purposes, common bonds and shared expectations, and well-established and inculcated cultures of strategic thinking—cultures that require intellectual engagement, an openness to listen and to consider ideas, and the dedication of time necessary to consider and play out “what if” scenarios and their current and future ramifications. The NASD Comprehensive Review process provides an ideal opportunity for dance administrators to thoughtfully create and implement strategic planning initiatives, and additionally, to build, nurture, and firmly establish in the dance unit approaches that infuse strategic thinking practices into all aspects of daily considerations, such that these practices become second nature. Attendees will consider how strategic thinking practices can strengthen the intellectual conversation and, in the process, result in effective planning initiatives that can shape the work of the dance unit and propel it forward for years to come.

Presenters: Catherine Horta-Hayden, Towson University
F. Lee Merwin, American Ballet Center, Joffrey Ballet School

Julianne O’Brien, Chapman University

Moderator: Matthew Farmer, Hope College

9:30 a.m. – 9:45 a.m.

Break

9:45 a.m. – 10:30 a.m.

Roundtable Discussions

(Rooms Noted Below)

The roundtables are intended to serve as forums to discuss various issues from the preceding presentation. Attendees are asked to discuss the nature of strategic thinking and how the fruits of this labor can be employed to inform the work of the dance unit. Consideration should be given to how strategic thinking cultures can be built, nurtured, and firmly established, and how strategic thinking practices can strengthen the depth and breadth of the dance unit’s intellectual conversation. Participants are asked to give thought to these aspects in preparation for the roundtable discussions. Each roundtable will provide to attendees an opportunity to share ideas, expertise, successes, and challenges. Discussion comments and issues noted by session recorders that have the potential to inform the future work of NASD will be provided to and considered by the NASD Board of Directors.

Friday, September 15 (Continued)

9:00 a.m. – 10:30 a.m. **EFFECTIVE PLANNING INITIATIVES:
THE ROLE AND VALUE OF STRATEGIC THINKING**
(Continued)

Roundtable #1: Private Institutions **Agave I (Lobby Level)**

Moderator: C. Noelle Partusch, Mercyhurst University

Recorder: Brian Palmer, Jacksonville University

Roundtable #2: Public Institutions, Enrollment 1–50 **Agave II (Lobby Level)**

Moderator: Kevin S. Warner, Appalachian State University

Recorder: Gregory Patterson, Oakland University

Roundtable #3: Public Institutions, Enrollment 51–100 **Agave III (Lobby Level)**

Moderator: Matt Pardo, James Madison University

Recorder: Stephen Cannistraci, NASD National Office

Roundtable #4: Public Institutions, Enrollment 100+ **Joshua Tree (Lobby Level)**

Moderator: Sarah M. Barry, University of Alabama

Recorder: Melonie Murray, University of Utah

10:45 a.m. – 12:15 p.m. **DEVELOPING MULTIDISCIPLINARY COLLABORATIONS** **Coronado (Lobby Level)**

10:45 a.m. – 11:15 a.m. **Presentation**

Students and faculty can benefit immensely from multidisciplinary collaborations intended to enhance aspects of their dance performance, research, education, and training; and in doing so, broaden and deepen their general perspectives. These interactions can serve to create new experiences, expand opportunities, and encourage collaborative critical thinking and creativity. During this session, attendees will be challenged to think beyond conventional dance projects, and to consider ways in which partnerships with colleagues in other disciplines may be approached and established (i.e., dance and film, dance and engineering, dance and medicine, etc.). Attendees will consider the benefits of such interactions, as well as how crossing boundaries perceived to exist between and among disciplines can work to the advantage and advancement of all involved. After considering together the abundance of opportunities which exist for multidisciplinary collaboration, attendees will gather in small roundtable discussion groups to continue conversations.

Presenters: Carol Hess, University of Maryland, Baltimore County
Elizabeth McPherson, Montclair State University

Moderator: Anjali Austin, Florida State University

11:15 a.m. – 11:30 a.m. **Break**

Friday, September 15 (Continued)

10:45 a.m. – 12:15 p.m. **DEVELOPING MULTIDISCIPLINARY COLLABORATIONS**
(Continued)

11:30 a.m. – 12:15 p.m. **Roundtable Discussions** **(Rooms Noted Below)**

The roundtables are intended to serve as forums to discuss various issues from the preceding presentation. Attendees are asked to consider ways in which partnerships with colleagues in other disciplines may be approached and established, and how these partnerships might spur the creation of new experiences and the expansion of opportunities and encourage collaborative critical thinking and creativity. Participants are asked to give thought to such topics in advance. Each roundtable will provide to attendees an opportunity to share ideas and thoughts and consider options and opportunities. Discussion comments and issues noted by session recorders that have the potential to inform the future work of NASD will be provided to and considered by the NASD Board of Directors.

Roundtable #1: Undergraduate Degree-Granting/Non-Degree-Granting Professional Training Institutions

White Dove (Lobby Level)

Moderator: Michelle Manzanales, Ballet Hispánico School of Dance
Recorder: Nora R. Hamme, NASD National Office

Roundtable #2: Graduate Degree-Granting/Non-Degree-Granting Professional Training Institutions

Joshua Tree (Lobby Level)

Moderator: Duane Cyrus, University of Arizona
Recorder: Jennifer Pontius, Sam Houston State University

10:45 a.m. – 12:15 p.m. **WORKSHOP FOR SELF-STUDY: SPECIFICALLY DESIGNED FOR REPRESENTATIVES FROM INSTITUTIONS OFFERING NON-DEGREE-GRANTING CURRICULAR PROGRAMS** **Sonoran (Upper Level)**

This session will provide information and guidance concerning the Self-Study and visitation processes for individuals representing non-degree-granting professional training programs whose institutions are to be visited in the next two to three years, institutions planning to begin the NASD evaluation process, and those formally engaged in the process. Individuals from ACCPAS schools and those from schools interested in ACCPAS are also welcome to attend. A step-by-step walk-through of the accreditation process will be provided, including confirmation of timelines and deadlines, and information regarding Self-Study formats, on-site reviews, the Visitors' Report, the Optional Response, and Commission action. Questions may be posed during this nuts-and-bolts session. All interested individuals are welcome.

Please note: Individuals attending this session may wish to attend The NASD Handbook—An In-Depth Look at the Standards and Their Application, which will be offered on Thursday, September 14 from 5:00 p.m.–6:15 p.m.

Presenter: Stephen Cannistraci, NASD National Office

Friday, September 15 (Continued)

12:15 p.m. – 1:15 p.m. **BOX LUNCH FOR THE ASSOCIATION** **Presidio V (Lobby Level)**
(Attendees should feel free to take their box lunch to the afternoon sessions.)

12:45 p.m. – 5:00 p.m. **WORKSHOP FOR SELF-STUDY:
SPECIFICALLY DESIGNED FOR REPRESENTATIVES
FROM DEGREE-GRANTING INSTITUTIONS** **Coronado I (Lobby Level)**

This session will provide information and guidance concerning the Self-Study and on-site visitation processes for individuals representing degree-granting institutions with programs in dance whose institutions are to be visited in the next two to three years, institutions planning to begin the NASD evaluation process, and those formally engaged in the process. A step-by-step walk-through of the accreditation process will be provided, including confirmation of timelines and deadlines, and information regarding Self-Study formats, on-site reviews, the Visitors' Report, the Optional Response, and Commission action. Questions may be posed during this nuts-and-bolts session. All interested individuals are welcome.

Please note: Individuals attending this session may wish to attend The NASD Handbook—An In-Depth Look at Standards and Their Application, which will be offered on Thursday, September 14 from 5:00 p.m.–6:15 p.m.

Presenter: Nora R. Hamme, NASD National Office

12:45 p.m. – 5:00 p.m. **WORKSHOP FOR VISITING EVALUATORS** **Santa Rita (Upper Level)**

This annual workshop will provide training to dance administrators interested in becoming visiting evaluators for NASD. Fundamentals of the accreditation process will be described in detail. Considerable time will be spent discussing expectations with regard to Self-Studies and Self-Study documentation. An overview of the *Handbook* and its constituent parts will be presented. Standards and guidelines and their application to applicant institutions will receive considerable attention as potential evaluators are guided through the process of on-site review and Visitors' Report preparation.

Please note: This session is by invitation only. Institutional representatives from accredited institutions interested in becoming NASD evaluators are encouraged to contact the National Office staff for consideration for training in 2024.

Please note: Individuals attending this training session may wish to attend The NASD Handbook—An In-Depth Look at the Standards and Their Application, which will be offered on Thursday, September 14 from 5:00 p.m.–6:15 p.m.

Presenters: James Frazier, Florida State University
Dale A. Merrill, The Hartt School

Staff Resource: Stephen Cannistraci, NASD National Office

Friday, September 15 (Continued)

12:45 p.m. – 2:45 p.m. **WORKSHOP FOR EXPERIENCED EVALUATORS** **Sonoran (Upper Level)**

This workshop will provide training to dance 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 NASD evaluators are encouraged to contact the National Office staff for consideration for training in 2024.

Please note: Individuals attending this training session may wish to attend The NASD Handbook—An In-Depth Look at the Standards and Their Application, which will be offered on Thursday, September 14 from 5:00 p.m.–6:15 p.m.

Presenters: Nora Ambrosio, Slippery Rock University
Shauna Mendini, Southern Utah University
Staff Resource: Stephen Cannistraci, NASD National Office

3:00 p.m. – 4:15 p.m. **BRIEFING FOR NASD EVALUATORS** **Coronado II (Lobby Level)**

This annual briefing is offered by invitation for individuals currently trained and serving as NASD visiting evaluators. It provides an opportunity for evaluators to refresh their knowledge of NASD 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 impact the accreditation process, will be discussed. Documentation required of institutions and evaluators will be highlighted, as well as sources and uses of helpful and informative publications aimed to assist institutions in the preparation of Self-Studies and evaluators in the preparation of Visitors' Reports.

Please note: This session is by invitation only. Institutional representatives from accredited institutions interested in becoming NASD evaluators are encouraged to contact the National Office staff for consideration for training in 2024.

Please note: Individuals attending this session may wish to attend The NASD Handbook—An In-Depth Look at the Standards and Their Application, which will be held on Thursday, September 14 from 5:00 p.m.–6:15 p.m.

Presenter: Karen P. Moynahan, NASD National Office

4:30 p.m. – 6:00 p.m. **FORUMS** **(Rooms Noted Below)**

These discussion-based sessions will provide an opportunity for individuals to consider in further depth the issues raised during Annual Meeting sessions, as well as those of common interest. Discussion comments and issues noted by session recorders that have the potential to inform the future work of NASD will be provided to and considered by the NASD Board of Directors.

Friday, September 15 (Continued)

4:30 p.m. – 6:00 p.m. **FORUMS** (Continued) (Rooms Noted Below)

Professional Studio Schools Agave I (Lobby Level)

This forum will provide an opportunity for attendees from professional studio schools to connect and discuss issues of common concern.

Moderator: Sharon Story, Atlanta Ballet Centre for Dance Education

Recorder: Ashley Brown, Martha Graham School of Contemporary Dance

Institutions with Small or Developing Dance Departments Agave III (Lobby Level)

This forum will provide an opportunity for attendees from small or developing dance departments to connect and discuss issues of common concern.

Moderator: Jodi Youmans-Jones, Casper College

Recorder: Carol Hess, University of Maryland, Baltimore County

Public Institutions Joshua Tree I (Lobby Level)

This forum will provide an opportunity for attendees from public institutions to connect and discuss issues of common concern.

Moderator: Kyla Olson, Texas Tech University

Recorder: Gretchen Alterowitz, University of North Carolina at Charlotte

Private Institutions Joshua Tree II (Lobby Level)

This forum will provide an opportunity for attendees from private institutions to connect and discuss issues of common concern.

Moderator: Krista Bower, Belhaven University

Recorder: Stephen Cannistraci, NASD National Office

4:30 p.m. – 6:00 p.m. **BOARD OF DIRECTORS SEMINAR MEETING** Boardroom (Lobby Level)
(Board of Directors members only)

6:30 p.m. – 7:15 p.m. **RECEPTION FOR THE ASSOCIATION** Last Territory
(Cash bar)

7:15 p.m. – 9:30 p.m. **ANNUAL DINNER** Last Territory

9:30 p.m. **ADJOURNMENT OF THE 43rd NASD ANNUAL MEETING**



NATIONAL ASSOCIATION OF SCHOOLS OF DANCE

43rd Annual Meeting

September 13 – 15, 2023

Officers, Commissioners, Committees, and Staff

President

* Larry A. Attaway (2024)
Butler University

Vice President

* Mary Lisa Burns (2024)
New World School of the Arts

Secretary

* Brian Palmer (2025)
Jacksonville University

Treasurer

* Melanie Person (2023)
The Ailey School

Immediate Past President

* Sharon Story (2024)
Atlanta Ballet Centre for Dance Education

Members of the Board of Directors

* Charles O. Anderson (2025)
Ohio State University

* Rebekah J. Kowal (2023)
University of Iowa

* Stephen Pier (2023)
The Hartt School

* Vacant (2024)

Public Members of the Board of Directors

* Jo Evans
Richmond, Virginia

* Laurie Benold Locke
Georgetown, Texas

Commission on Accreditation

* Janet Lilly, *Chair* (2024)
University of North Carolina at Greensboro

Carol Hess (2023)
University of Maryland, Baltimore County

Catherine Horta-Hayden (2024)
Towson University

Lea E. Marshall (2023)
Virginia Commonwealth University

F. Lee Merwin (2025)
American Ballet Center, Joffrey Ballet School

Public Member of the Commission on Accreditation

* Jo Evans
Richmond, Virginia

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Atlanta Ballet Centre for Dance Education

Matthew Farmer (2023)
Hope College

Stephanie L. Milling (2023)
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Chapman University

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Western Michigan University

Committee on Ethics

Maura Keefe, *Chair* (2025)
University of Maryland, College Park

Elizabeth Gillaspay (2024)
Texas Christian University

Vacant (2023)

NASD 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

Forty-Third Annual Meeting

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