

**ASSOCIATION FOR THEATRE IN HIGHER EDUCATION**

**2005-2009 STRATEGIC PLAN**

## Table of Contents

Preface .....	iii
Definition of Terms .....	iv
I. Position .....	1
II. Vision .....	1
III. Mission .....	1
IV. General Goals .....	2
V. Goals and Action Plans of the Governing Council Committees .....	3
Advocacy Committee .....	4
Awards Committee .....	7
Conference Committee .....	8
Electronic Technology Committee .....	9
Finance Committee .....	11
Membership and Marketing Committee .....	13
Nominating Committee .....	17
Professional Development Committee .....	18
Research and Publications Committee .....	22

## Preface

The Association for Theatre in Higher Education 2005-2009 Strategic Plan was approved in its entirety by ATHE's Governing Council in July 2005. The Association's plan includes a main section that encapsulates strategic thinking about our future and a committee section.

The main section presents the Association's position, vision and mission statements, and articulates six general goals to be accomplished by the final year of the new plan. In the committee section, each of the nine committees of the Governing Council describes its specific goals, action plans and timelines. These elements are mechanisms for accomplishing the Association's six general goals.

The 2005-2009 Strategic Plan is a fabric that has been woven over the past two years. The Strategic Planning Committee adopted a "decentralized" approach to its creation. We consulted and corresponded with experts in K-12, higher education, and various arts and non-arts fields. We convened three Visionary Forums for ATHE members at the 2004 ATHE conference in Toronto. We organized two major "Visioning Retreats" in which the Operations Committee, the Governing Council and Focus Group Representatives imagined ATHE's future. After we identified major challenges and opportunities for the Association, participants of the retreat designed a set of six general goals for the future. ATHE committees formulated their specific goals and action plans to realize these general goals of the Association. Strands and larger pieces of the planning material were posted for response on the web site as the fabric evolved.

Our committee's strategic "mind-set" is proactive and focused on quality. The value of the plan we present in the following pages is in the process of its ongoing development and its assemblage of thoughts and aspirations. Some actions may be accomplished with unprecedented speed, while others may take longer than anticipated. We will honor our committee's responsibility to review the current plan periodically, conduct outcomes assessments and recommend adjustments along the way. Over the next several years, our Association's priorities may change to realize new possibilities, address developments in the climate of higher education, and respond flexibly to changing conditions in the world at large. We look forward to all that ATHE will accomplish and become as our Association's future unfolds.

Respectfully submitted,

The Strategic Planning Committee: Steve Peters (Chair), Karen Berman, Kurt Daw (ex officio), Nancy Erickson (ex officio), Jon Fraser, Jorge Huerta, Paul Jackson, Irma Mayorga, David Saltz

July 2005

## Definition of Terms Used in 2005-2009 Strategic Plan

**POSITION:** The type of organization we are, including our tax status, founding, general characteristics of the membership, and the organization's niche.

**VISION:** What we believe our Association will strive for in the long term and the impact we imagine our Association will have on the surrounding world.

**MISSION:** The Association's essential purpose and reason for being.

**GENERAL GOALS:** Defines the six overall goals that are most important to the membership over the next four years because they are the strong and sustained proactive efforts required to actualize ATHE's vision and mission.

### **GOALS AND ACTION PLANS OF THE GOVERNING COUNCIL**

**COMMITTEES:** Defines the specific goals for each Governing Council Committee and the actions they plan. These goals and actions are the concrete, beginning steps in realizing our vision, mission, and general goals over a four-year period.

**ACTION STEPS:** Defines how we intend to implement the goals and provides projected due dates, which will allow us to effectively budget, and therefore, realize our goals.

## I. Position Statement

The Association for Theatre in Higher Education (ATHE) is a comprehensive non-profit professional membership organization. Founded in 1986, ATHE serves the interests of its diverse individual and organizational members, including college and university theatre departments and administrators, educators, graduate students, and theatre practitioners. The Association's web site is [www.athe.org](http://www.athe.org).

## II. Vision

An advocate for the field of theatre and performance in higher education, ATHE serves as an intellectual and artistic center for producing new knowledge about theatre and performance-related disciplines, cultivating vital alliances with other scholarly and creative disciplines, linking with professional and community-based theatres, and promoting access and equity.

## III. Mission

As a collective of individuals and theatre programs composed of artists, teachers, scholars, faculty and graduate students, our mission is:

**To support and sustain a shaping presence** on the expanding field of theatre and performance-related disciplines in higher education and K-12 educators, professional artists, and affiliated organizations.

**To cultivate and disseminate** new information, knowledge and critical thinking about theatre through member services, programming, publications, and other media.

**To celebrate and serve** the scholarly and creative activities of a diverse membership.

**To generate** the development of innovative pedagogies.

**To assert** our commitment to empowerment and engagement through:

- advocacy work
- professional development
- diversity
- publication of journals
- collaborations with other organizations
- meetings and conferences

**To promote** innovation and excellence in theatre in all its forms through our leadership in the interdisciplinary study of theatre within the academy and the world.

#### IV. General Goals

1. **BUILD A COLLECTIVE VOICE FOR THEATRE AND ARTS EDUCATION ACROSS THE CAMPUS AND COMMUNITY:** *Expand networks and affiliations on local, state, national and international levels into groups that promote theatre as a lifelong tool for teaching and learning in higher education.*
  
2. **PROMOTE AND SUPPORT ONGOING PROFESSIONAL DEVELOPMENT:** *Offer effective resources and training for members at all stages of their careers in the expanding field of theatre and performance in higher education.*
  
3. **CREATE INTERCONNECTIVITY:** *Develop collaborations in which individual focus group members with different artistic and scholarly interests and levels of experience may interact on a year-round basis.*
  
4. **DEVELOP DIVERSITY:** *Diversify participation in every facet of the Association, including membership, programming, scholarship and governance.*
  
5. **INCREASE ECONOMIC ACCESSIBILITY:** *Increase membership and participation in programming through financial strategies of inclusion.*
  
6. **EXPAND SERVICES:** *Develop more effective means of interdisciplinary communication, data retrieval, and administrative responsiveness through the Association's web site, various financial initiatives, and other services.*

V. Goals and Action Plans  
of the Governing Council Committees

## **Advocacy Committee**

*Advocating for Theatre and Arts Education: ATHE is committed to participating in progressive, national and international conversations about theatre and the importance of the arts to American culture. Through our committees and officers, we argue for the growth and expansion of the arts as a necessary component of the development of complete human beings and a society that values the human spirit. We value affiliations and partnerships with other organizations, forming coalitions that will assist us all in strengthening a diverse and collective national voice for arts advocacy. We value and advocate for the promotion of arts education across the campus and community.*

### **GOAL 1: NATIONAL ADVOCACY**

*Monitor, participate in, and report to our membership regularly on issues of the arts' place in American culture and higher education.*

#### **Action Steps:**

- 1) Through the Advocacy Watch Sub committee, monitor and report on important issues in arts advocacy to members. Topics of interest may include arts education in the academy, censorship, artistic freedom, and government support of the arts both locally and nationally. (Ongoing)
- 2) Review and revise as necessary the Advocacy Watch Guidelines with the Governing Council. (2006)
- 3) Utilize Advocacy Watch guidelines to determine Watch priorities and on-line procedures that follow electronic copyright laws. (Ongoing)
- 4) Create and implement an advertising campaign for ATHE members to join the Advocacy Watch Listserv and to visit the ATHE Advocacy Resource Center. (2006)
- 5) Through the Advocacy Watch Subcommittee and the Information Bank Subcommittee, create a more effective mechanism for helping ATHE members respond to advocacy alerts promptly and effectively. Develop strategies for using ATHE Call and ATHE News more effectively in promoting advocacy awareness and activism. (2006)
- 6) Encourage the ATHE President, the Vice President for Advocacy, and other officers to make formal responses to high priority advocacy issues as they arise. (Ongoing)
- 7) In conjunction with the Conference Committee, continue the practice of conference programming on important issues, and seek to disperse the results of such programming beyond the convention through reports to our membership and white papers to those outside the organization. Specifically create sessions in collaboration with various Focus Groups in order to foster greater communication

and collaboration between ATHE members and committees. (Ongoing)

- 8) In conjunction with the editor of Theatre Topics and the Professional Development Committee, discuss and design a "Hot Topics" column regarding Arts Advocacy in each journal issue. (Ongoing)

## **GOAL 2: AFFILIATIONS**

*Create stronger coalitions with arts and education affiliate organizations so that there is a more united voice in advocating for concerns around arts education in the academy.*

### **Action Steps:**

- 1) In concert with the Operations and Finance committees, create calendar and budget for attending important advocacy related conferences and meetings to build our affiliation status with these organizations. Recommend attendance by ATHE President, Vice President for Advocacy, and/or delegated member, and have these individuals report to the membership via ATHE News and ATHE Call on emerging national trends and issues. Conferences and meetings may include ACE, AATE, EdTA, TCG, NAST, ACTF, USITT, and MLA. (Ongoing)
- 2) In concert with the Professional Development committee, create a "2006 Arts Advocacy Summit Task Force" who will create an action plan, calendar and budget for the Summit to take place at the 2006 ATHE Conference. (2006)
- 3) Identify and strengthen Advocacy Affiliate relationships through specific means such as publicizing Advocacy Affiliates in ATHE News and on the ATHE website, and asking for reciprocal exposure in related newsletters and websites. Increase number of Advocacy Affiliates through follow-up letter campaign. (Ongoing)

## **GOAL 3: ACADEMIC ADVOCACY**

*Advocate for theatre/arts education in elementary, high school, and higher education to decision makers at schools and on campuses.*

### **Action Steps:**

- 1) Create Academic Advocacy Task Force to investigate and implement various strategies to advocate for the arts in education (K-college). Strategies might include newsletters and/or brochures to elementary and high school principals, college chairs and deans, elementary and high school arts teachers, college theater teachers, etc. (2006)
- 2) Advocate for national certification of K-12 arts teachers in conjunction with AATE and EdTA. Report status and news on this topic to ATHE members via the Advocacy Information Bank and ATHE News. (Ongoing)

**GOAL 4: INTERNET ADVOCACY RESOURCE CENTER**

*Establish an on-line clearing-house for major documents, position papers, brochures, websites and electronic discussion lists that presently exist on theatre education and arts advocacy.*

- 1) Through the Advocacy Resource Center Subcommittee, build from previous work to identify website addresses that house major arts advocacy documents and can provide significant arts advocacy information to ATHE members. Develop strategies for keeping Information Bank updated. (Ongoing)
- 2) Work with the ATHE Advocacy Watch Listserv to advertise the Information Bank to members and notify the membership regularly of updates to the Resource Center. Highlight a different area of the Resource Center in each issue of ATHE News. (Ongoing)

## **Awards Committee**

*Fostering Effective Leadership: ATHE provides effective leadership within both the Association and the field. It recognizes the accomplishments and pioneering work of exceptional colleagues--as well as theatre departments and programs--around the academy and in the profession through its annual awards program. The Association mentors and attracts a diverse array of knowledgeable, competent, and gifted leaders to serve the field.*

### **GOAL 1: REWARDS AND ACKNOWLEDGEMENTS**

***Identify, acknowledge and reward the exceptional accomplishments achieved by artists, scholars and teachers in the academy and the profession.***

#### **Action Steps:**

- 1) Continue the established process of recruiting exceptional candidates for the Career Achievement Awards and the Outstanding Teacher of Theatre in Higher Education Award and granting awards to the selected individuals at the annual conference. (Ongoing)
- 2) Work with Governing Council to establish a “Fellows of the Association” program to bestow a high honor on members of ATHE who have served the Association with distinction. The committee notes that leadership awards are already the purview of the Professional Development Committee, and recommends that the Fellowship of the Association concept be distinguished from career achievement awards, as well. Instead, Fellows should be recognized for service to the Association in such a manner that their collective wisdom can continue to be accessed after they have completed formal service as officers. The Vice President for Awards will work with the Governing Council to develop the Fellows concept. (Ongoing)

## **Conference Committee**

*Programming: ATHE convenes an annual conference of innovative programming around issues and trends in theatre and performance in higher education. The annual conference is instrumental in achieving the organization's goals through a myriad of venues that include guest artists and speakers, graduate student debut panels, presentations of recent scholarship, collaborative activities, plenary sessions, committee meetings, workshops and professional performances.*

### **GOAL 1: HIGH QUALITY CONFERENCES**

*Create programming that reflects the six general goals of the strategic plan, implements the work of the Governing Council committees, and serves the needs of the membership at large.*

#### **Action Steps:**

- 1) Ensure that annual conference programming reflects the Association's goals. (Ongoing)
- 2) Subcommittees focusing on areas such as keynote address speakers, paid workshops, performances and multidisciplinary panels work with information provided by the conference planners of the various focus groups to maintain a scope and a variety of content and presentation which reflects the diverse concerns of the membership. (Ongoing)

### **Goal 2: FUNDING SUPPORT**

*Investigate external revenue sources to support the conference keynote event and/or featured performers.*

#### **Action Steps:**

- 1) Confer with the Finance Committee on funding sources. (Ongoing)
- 2) In tandem with the Finance Committee, submit proposals for grants or gifts that are deemed appropriate in a timely fashion. (Ongoing)

## **Electronic Technology Committee**

Communicating Effectively: *ATHE is committed to employing technologies for effective communication that promote interconnectivity, efficient delivery of programs and services, and administrative responsiveness.*

### **GOAL 1: EFFECTIVE COMMUNICATION**

#### **Action Steps:**

- 1) Identify the ways in which members subscribe to each list serve of and facilitate access. (2005)
- 2) Study the current methods of updating ATHE's web sites and list serves and provide communication tools through which members may update their emails and subscribe themselves to the organization's various email lists. (2006)
- 3) Secretary will write ATHE News articles annually to inform members on how communication tools work. (Ongoing)
- 4) Discuss with Electronic Technology Committee and other committees/focus groups any needs they have and keep them current on new technologies. (Ongoing)
- 5) ATHE secretary will meet with all focus group secretaries annually at the conference and discuss and implement ideas if feasible/useful. (2006)

### **GOAL 2: USE OF THE ATHE WEB SITE**

#### **Action Steps:**

- 1) Secretary and Webmaster will draft basic guidelines on the use of the web site. (2005)
- 2) Webmaster will draft guidelines for mounting documents on servers for focus group representatives and committee vice presidents, and will clarify procedures to facilitate meeting more complex needs. (2006)
- 3) Secretary will write a complete set of guidelines for publication in ATHE News each year. (2006)

### **GOAL 3: TEACHING AND TECHNOLOGY**

#### **Action Steps:**

- 1) MERLOT subcommittee will continue taxonomy and appoint a subcommittee to work with steps laid out in Memo of Understanding (MOU) with MERLOT. (Ongoing)

- 2) Select two Electronic Technology Committee members to attend MERLOT conference annually. (Ongoing)
- 3) Keep two Electronic Technology Committee members working on In Medias Res and recruit helpers to increase database. (Ongoing)
- 4) Secretary will submit proposals for panels at the annual conference each year to bring new information about resources available to the membership. (Ongoing)
- 5) Continue to identify and promote the development of new teaching tools of use to theatre teachers, such as GloPAD, and bring them to the attention of the membership. (2005)
- 6) Work with focus groups to identify technologies appropriate to their disciplines and publicize these on the web site or through white papers. (2006)

#### **GOAL 4: ELECTRONIC PUBLICATION OF SCHOLARSHIP**

##### **Action Steps:**

- 1) Form subcommittee of Electronic Technology Committee members and those of the Research and Publication Committee to investigate the benefits and difficulties of on-line research and publication. (2006)

## **Finance Committee**

Promoting Fiscal Responsibility and Accessibility: *ATHE is committed to remaining financially accessible to the widest possible group of people, while continuing to balance its budget and make prudent decisions.*

### **GOAL 1: MAINTAIN FISCAL STABILITY**

*Maintain fiscal stability in relationship to dues structure and regularly review the nature of ATHE dues structure in relationship to operating budget.*

#### **Action Steps:**

- 1) Create a subcommittee to engage in benchmarking of dues structures with similar organizations to provide a context for setting dues. (2005/2006)
- 2) Report on benchmarking activities to GC and OC.
- 3) Maintain Finance Committee structure from Focus Group treasurers, or those who have served as treasurers. (Ongoing)

### **GOAL 2: INCREASE ACCESSIBILITY TO THE ORGANIZATION**

#### **Action Steps:**

- 1) In conjunction with the Professional Development Committee, seek additional avenues (grants, donations, etc.) that will subsidize graduate student membership fees and increase opportunities for attracting a more diverse population. (2005/2006)
- 2) Research alternative subsidy for the unemployed and underemployed membership. (2005/2006)
- 3) Request that a Member-at-Large for Finance be appointed to the Ad-hoc Committee on Conferences. (2005/2006)

### **GOAL 3: BUILD THE RESERVE FUND**

*Increase the reserve fund so that no less than 80% of one year's operating budget is in reserve.*

#### **Action Steps:**

- 1) Budget for a reserve fund contribution each year. (Ongoing)
- 2) Create an Audit Subcommittee for monitoring and oversight of Reserve Fund guidelines. (Ongoing)

### **GOAL 4: INCREASE DEVELOPMENT ACTIVITY**

*Generate additional revenue.*

**Action Steps:**

- 1) Identify additional viable revenue sources within and outside the Association (including grants and institutional support). (Ongoing)
- 2) Create a Development Task Force chaired by a member of Finance Committee to support fundraising for identified projects. (2005/2006, ongoing)
- 3) Generate a plan for identifying projects and sources. (2006/2007)

**GOAL 5: ENGAGE IN FUTURES PLANNING**

**Action Steps:**

- 1) Examine different budget models, particularly those based on directly funding program areas. (2005/2006)
- 2) Generate long-range scenarios for use of the Reserve Fund once the goal is met. Generate these scenarios based on the new Strategic Plan. (2006/2007)

## **Membership and Marketing Committee**

*Serving Members and Promoting New Membership: ATHE is committed to diversity, access, engagement, service and representation that advance the Association's capacity to support and provide leadership for administrators, faculty and graduate students in the field of theatre and performance. We serve member needs through various publications, conferences, and administrative services. We encourage innovative collaborations among members and interconnectivity across differences of affiliation and allegiance in the changing field of the arts and education.*

### **GOAL 1: INCLUSIVENESS AND DIVERSITY**

***Identify emerging issues of inclusiveness and diversity in the first decade of the 21<sup>st</sup> Century.***

ATHE's concept of diversity not only suggests the idea of developing a membership base that is diverse in accordance with age, ethnicity, gender, and sexual preference, but one that also is geographically, ideologically and aesthetically dimensional.

#### **Action Steps:**

- 1) Appoint a chairperson for a Diversity Subcommittee. (2005)
- 2) Assemble and convene the subcommittee. (2006)
- 3) Identify target populations and develop short-term strategies of inclusion. (2006)
- 4) In conjunction with the Nominating Committee and focus groups, seek slates of officers for the organization, focus groups, and committee appointments that reflect ATHE's commitment to diversity. (Ongoing)
- 5) Provide an annual conference forum for assessing the implications of diversity within the changing field of post-secondary theatre and performance. (2005)
- 6) Collaborate with focus groups, as well as the Professional Development and Research and Publications committees in seeking and promoting white papers that reflect ATHE's commitment to inclusiveness and diversity. Encourage a) theatre and performance programs to reflect these concerns in their hiring and recruitment practices; and b) greater concern for diversity in theatre and performance curricula. (Ongoing)
- 7) In conjunction with the Conference Committee, sponsor a plenary session at our national conference that focuses on diversity issues. The session will reflect a mix of topics and opinions that are operational within the ATHE membership and in the fields of dramatic literature, theatre history, theatre practice, theatre, performance studies and performance criticism. (2006)
- 8) Develop and present via the ATHE web site effective models for increasing diversity on undergraduate and graduate student levels in a

- climate of increased movement by students, faculty and programs across international boundaries. (2006)
- 9) Make recommendations to Membership and Marketing and the Governing Council. (2006)
  - 10) Develop long-range strategies for increasing and assessing inclusiveness and diversity. (2007)

## **GOAL 2: ACCESS**

*Create “entry points” for new members, those of other arts and non-arts organizations, K-9 and secondary education, and other professions from the public sector who put the public benefits of the arts at the center of the national and international conversation.*

### **Action Steps:**

- 1) Collect and analyze data from the ATHE Member Survey and other relevant professional and accrediting organizations annually to maintain a baseline reading of “who we are” and identify trends in the field of theatre and performance in higher education. (Begin in 2005)
- 2) Appoint a Membership Availability Task Force to explore and make recommendations about the following “entry points” into membership: (2005)
  - a. joint memberships and dues with other arts and non-arts organizations
  - b. conference registration discounts for graduate students
  - c. a one-year member rate at conference for an affiliate member
  - d. super-institutional memberships among units in higher education
- 3) Collaborate with the Finance, Professional Development and Operating committees and the Administrative Director to plan a forward-thinking membership and fee structure that maximizes access to membership in ATHE according to the recommendations of the membership Task Force. (2006)
- 4) Collaborate with the Ad Hoc Committee on Conferences to explore alternate conference sites, dates and accommodations for those who wish to avail themselves of that possibility (Implement in 2006)
- 5) Present a recommendation on membership structure and dues to the Governing Council for their approval. (2006)
- 6) Develop a membership campaign drive, “Each One, Reach One” to increase individual memberships in targeted populations by 5% each year. (2006)

## **GOAL 3: ENGAGEMENT**

*Cultivate interdisciplinary and cross-disciplinary forums in which ATHE organizational members and professional organizations may deliberate on a range of increasingly complex and often conflicting demands on theatre and performance programs.*

### **Action Steps:**

- 1) Collaborate with the Advocacy Committee to develop and convene an annual “Arts Summit” with presidents of related organizations and affiliates at the Kennedy Center that is coincident with the KCACTF national festival, or featured as an ATHE pre- or post-conference event at the national level, engaging organizations from the nonprofit and profit-taking sectors. Participants might include presidents of the following: BTA, NEA, Actor’s Equity, SAG/AFTRA, USITT, URTA, accrediting agencies, and the Theatre Communications Group. (Strategies beginning 2006; implementation in 2007)
- 2) Propose a multimedia conference event, possibly featuring current members, past presidents of ATHE, and award recipients for the purposes of telling the story of ATHE at its Twentieth Anniversary and emphasizing the public interests that ATHE serves in education, the arts, and society. (2006)
- 3) Invite USITT, CITT, NASD, NASM and NAST to join ATHE in developing a colloquium on accreditation in the expanding, internationalizing field of theatre and performance. (2006)
- 4) Continue sponsoring “Breakfast with the ATHE President” at each annual conference. (Ongoing)

### **GOAL 4: SERVICE**

*Provide quality support for individual and organizational members and affiliates in their efforts to serve faculty and students in theatre and performance.*

### **Action Steps:**

- 1) Collaborate with the Graduate Student Subcommittee of Professional Development in forming a Task Force to conduct a feasibility study for an annual job fair at the conference or at its regional meetings, one especially targeted to assist graduate students in securing entry-level employment opportunities. (Implement in 2005)
- 2) Collaborate with the Electronic Technology Committee to give ATHE governance and organizational members more visibility on the web site. (2005)
- 3) Create an accessible ATHE membership information database. (2005 - 2006)
- 4) Collaborate with the Electronic Technology Committee to update and expand web resources on ATHE’s web site. (2005 - 2006)
- 5) Collaborate with the Electronic Technology Committee to create a Task Force that will study the feasibility of ATHE web-casting special event programming throughout the year. (2006)

- 6) Collaborate with the Focus Group Representatives and the Electronic Technology Committee to fund and develop a media presentation, "Meet ATHE's Focus Groups," that can be distributed to new members via the web site or CD, and presented at select occasions, such as the "New Member Orientation Session" and "Open House in the Exhibit Hall." (2006 - 2007)
- 7) Develop an annual "special event town hall" collaboration with the Professional Development Committee in which organizational members may address a vast array of 21<sup>st</sup> Century issues and challenges facing post-secondary education in theatre and performance. Potential topics might include societal changes in America; diminishing state investment in higher education; the future of "stand-alone" programs and the trend toward interdependence; technological innovation; access and equity; and challenges for faculty. (Strategies beginning in 2006; implementation in 2007)

#### **GOAL 5: REPRESENTATION**

*Advance awareness of ATHE's history, vision, mission and services according to its unique niche among professional organizations.*

##### **Action Steps:**

- 1) Collaborate with the ATHE Media Specialist and the Executive Director for more effective representation and news coverage of committees, focus groups, and interests in the popular media and trade press. (Ongoing)
- 2) Create and implement a comprehensive marketing plan through 2009. (Development beginning in 2005. Implementation in 2006)
- 3) Commission the writing of ATHE's history in collaboration with the Research and Publications Committee for purposes of telling ATHE's story through its literature, marketing and publicity. (2005)
- 4) Recruit a graphic design consultant with expertise in marketing to enhance the organization's publicity and outreach materials. (2005 - 2006)
- 5) Request budgetary approval for a more professional, consistent appearance for publicity and marketing materials. (2006)
- 6) Place print advertisements in a variety of publications, including American Theatre. (2006 - 2007)
- 7) Distribute promotional materials to theatre, TV/film, and related performance programs, as well as to other arts and non-arts organizations, both inside and beyond the academic community, nationally and internationally. (2006 - 2007)
- 8) Evaluate efficacy of the marketing plan each year. (Ongoing)

## **Nominating Committee**

*Fostering Effective Leadership: ATHE provides effective leadership within the Association and the field. It recognizes the accomplishments and pioneering work of exceptional colleagues--as well as theatre departments and programs--around the academy and in the profession through its annual awards program. ATHE mentors and attracts knowledgeable, competent, and gifted leaders to serve the field.*

### **GOAL 1: EFFECTIVE LEADERSHIP WITHIN ATHE**

*Identify and encourage members of the association who have the ability and interest to provide effective leadership for the association and the field.*

#### **Action Steps:**

- 1) Identify highly qualified and diverse candidates who represent different kinds of schools, faculty of different ranks, and different geographical areas for each year's Governing Council slate. (Ongoing)
- 2) Work with the Leadership Institute to develop potential leaders who are willing to serve the association. (Ongoing)

### **GOAL 2: RECOGNIZING LEADERSHIP**

*To define strategies that will encourage university and college administrations to value service to the profession.*

#### **Action Steps:**

- 1) Report to the Governing Council ways that the association can recognize members whose service to the Association and profession is exemplary. (Ongoing)
- 2) In conjunction with the Professional Development Committee, develop a white paper that provides a rationale for theatre and performance programs seeking to persuade their institutions that service to the profession should be a significant factor in promotion and tenure decisions. (Ongoing)

## Professional Development Committee

Developing Professionally: *ATHE fosters mentorship and leadership training across the ranks and across specializations in theatre departments and programs. We are committed to educating the membership to the current and future challenges faced by our profession and to training graduate students, adjuncts, part time faculty, tenure-track professors, tenured faculty, and unemployed members in how to develop and maintain their professional skills. We advocate for fair compensation, benefits and recognition of the importance of all theatre faculty members. We acknowledge and foster the continuing role of retired colleagues in the Association and the profession.*

### **GOAL 1: MENTORSHIP**

*Identify the mentorship needs of ATHE members and develop programming and other activities that foster good mentorship for members at every stage of their careers.*

#### **Action Steps:**

- (1) Continue to create mentorship opportunities for members to:
  - (a) Develop and expand the mentorship pages of the ATHE web site (Ongoing)
  - (b) Develop an online “E-Mentor” program. (2006)
  
- 2) Continue to provide mentorship of graduate students, building upon the foundation of the new structure and programming established by the Graduate Student Subcommittee.
  - (a) Improve coordination of GSSC with graduate student representatives of the focus groups. (Ongoing)
  - (b) Work in conjunction with the Conference Committee to provide opportunities for networking between graduate students and faculty as well as among graduate students themselves. (Ongoing)
  - (c) Develop means to promote utilization of GSSC listserv to facilitate communication among members of the GSSC. (2005/06)
  - (d) Explore opportunities for more interactive communication (e.g., interactive live journals, etc.). (2006/07)
  - (e) Develop regular column for graduate students in online ATHE News. (2005/06)
  - (f) Develop and improve GSSC page on the ATHE web site. (2006)
  - (g) Work with Membership and Marketing to address outreach to graduate students. (2005/06)
  - (h) Update “ATHE Benefits to Graduate Students” document and work with Membership and Marketing to distribute to departments that have graduate programs in theatre. (2006)
  - (i) Establish a cooperative relationship with the Graduate Student Caucus of the American Society for Theatre Research. (2006)

- 3) To continue and improve the Writing Mentorship Program to foster mentorship of emerging scholars.
  - (a) Refine procedures for recruiting mentors and matching mentees. (Ongoing)
  - (b) Develop programming to bring mentees and mentors together at conference. (2006)
  - (c) Develop assessment method to track effectiveness. (2006)
  
- 4) Develop panels and other sessions at the annual conference that spotlight the creative and scholarly work of senior faculty.
  - (a) Work with the ATHE Leadership Institute to promote sessions at conference that pertain to senior faculty. (Ongoing)
  - (b) Develop conference programming to address entire career cycle of faculty and to encourage sustained involvement and engagement in ATHE. (Ongoing)

## **GOAL 2: LEADERSHIP**

*Provide leadership training and other programs and activities that foster the development of leadership skills both within ATHE and at members' home institutions.*

### **Action Steps:**

- 1) To continue the support and development of ATHE Leadership Development Program and annual Leadership Institute.
  - a) Explore future directions for Leadership Institute, including possibility of opening to other arts disciplines. (2005)
  - b) Develop assessment for current Leadership Institute. (2006)
  
- 2) Continue to create opportunities to prepare ATHE members for positions of leadership within the organization.
  - a) Work with Focus Group Liaison to develop a guide for new committee chairs and focus group representatives to facilitate their transition into leadership in the organization. (2006)
  - b) Establish a structure for all subcommittees of the Professional Development Committee to have co-chair positions within a two-year term of office on a rotating basis, so that each year one of the co-chairs will have served the previous year. (begin 2005)

## **GOAL 3: EMPLOYMENT, TENURE AND PROMOTION ISSUES**

*Conduct further comparative research on issues affecting tenure and promotion, post-tenure review, and the use of adjunct and graduate student labor in theatre departments and in the college/university.*

**Action Steps:**

- 1) Locate and develop links with other organizations concerned about similar issues. (Consider development of mid-year programming at regional conferences). (2006)
- 2) Conduct a review of all Association guidelines relating to tenure and promotion and make recommendations for updating, consolidation and dissemination. (Consider expanding guidelines to encompass all evaluation areas (i.e., teaching, scholarship and service, as well as creative work). (2006/07)
- 3) Collaborate with Advocacy Committee and the Membership and Marketing Committee to research availability of existing data on faculty compensation for theatre faculty (including adjunct and graduate student labor) and to assess the need for data on compensation. (2007/08)
- 4) Collaborate with ATHE affiliates to explore the feasibility of establishing an ATHE Adjudication Network. The network's faculty will attend performances/productions outside their own institutions to write professional evaluations of the work of junior faculty and graduate students. The evaluations may be added to tenure/promotion files. (2007/08)
- 5) Develop conference programming that examines continuing and emerging issues in employment, tenure and promotion. (Ongoing)

**GOAL 4: PEDAGOGY/TEACHER TRAINING FOR JUNIOR AND SENIOR FACULTY AND DEFINITIONS OF SCHOLARSHIP**

*Provide opportunities for ATHE members to continue developing pedagogical skills and support the development of scholarship in the field of theatre pedagogy.*

**Action Steps:**

- 1) Continue efforts to research models for scholarship in the field of theatre pedagogy and to promote new ideas.
  - (a) Maintain links with the editor of Theatre Topics to ensure ongoing excellence in the publication of articles on theatre pedagogy. (Ongoing)
  - (b) Explore avenues to promote ATHE white paper "Scholarship for the Discipline of Theatre." (2006)

- 2) Continue to provide pedagogical programs and/or training to ATHE members.
  - (a) Continue to develop programming on the Scholarship of Teaching and Learning. (Ongoing)
  - (b) Update and expand pedagogy web pages on ATHE web site. (2006/07)
  - (c) Develop a brochure or white paper that articulates issues related to pedagogy and that fosters interest and participation in pedagogy. (2006/07)
  - (d) Collaborate with the Focus Group Member at Large to encourage focus groups to infuse pedagogical issues and ideas into their programming and activities. (Ongoing)

**GOAL 5: PROFESSIONAL DEVELOPMENT AND THE PROFESSION**

*Create opportunities through the annual conference and ATHE media for theatre faculty and administrators and theatre professionals to examine the challenges posed by the changing shape of the academy and the field of theatre studies.*

**Action Steps:**

- 1) Collaborate with the Membership and Marketing Committee to develop an annual “special event town hall.” (Strategies beginning in 2006; implementation in 2007)
- 2) Revise the “Learning for a Lifetime” brochure and make available on the web site. (2006)
- 3) Appoint a task force to examine the accessibility and dissemination of official ATHE documents (white papers, guidelines, position papers, etc.). (2006)

## **Research and Publications Committee**

Nurturing an Intellectual Agenda: *Through the Research and Publications Committee and its journals and newsletter, ATHE strives to achieve the highest intellectual and ethical standards in the publication and dissemination of scholarship in the disciplines of theatre and performance studies. These publications represent cutting-edge research in our various fields: historical, theoretical, and critical examination of all aspects of theatre and performance, and cultural critique of the role of theatre and performance within cultures. In addition, the committee is responsible for articulating the professional and ethical standards of our fields within the contexts of scholarly public discourse and academic institutions.*

### **GOAL 1: SCHOLARSHIP**

*Attract the best scholarship/scholars to the journals.*

### **GOAL 2: QUALITY**

*Maintain the reputation of the journals, and add to history of quality.*

### **GOAL 3: PRINCIPLES**

*Take principled positions when appropriate.*

### **GOAL 4: DIVERSITY**

*Actively promote diversity in personnel and content of journals.*

### **GOAL 5: MENTORSHIPS**

*Assist in the mentoring of new scholars entering the field.*

### **GOAL 6: READERSHIP**

*Increase the readership of both journals.*

#### **Action Steps:**

- 1) Collect and assess both qualitative and quantitative data collected from the Membership and Marketing Committee's 2005 ATHE Member Survey regarding feedback about the journals. (2005)
- 2) From this information, develop more specific action plans to increase readership, increase submissions, and protect the quality and identity of each journal. (2005/2006)
- 3) Find a way to collaborate more directly with ATHE focus groups, for example by offering guest editorships on particular subjects in Theatre Topics or developing conference panels in coordination with special issues. (Ongoing)

- 4) Create opportunities for meetings between journal editors and journal boards, as well as past editors and contributors to develop long-term vision. Enjoin editorial board members to actively contribute, as well as solicit, articles to the journals. (Ongoing)
- 5) Develop plans with JHUP for packaging and marketing special issues of Theatre Journal and Theatre Topics. (Ongoing)
- 6) Solicit editorial candidates more broadly and aggressively to increase the diversity of the pool of editor applicants. Consider other strategies, including guest editorships to increase diversity. (Ongoing)
- 7) Plan for a “Summit on Research and Publication” with invited participants from other fields to foster creative research and work across disciplines, increase visibility of the journals outside our field, and increase ATHE membership. (Plan strategies in 2005. Implement beginning 2006)
- 8) Seek ways to legitimize the creative work by faculty for Promotion and Tenure, perhaps with a position paper that develops a usable vocabulary for assessment alongside current trends in the field. Consider developing an ATHE-sponsored juried gallery open for the duration of the conference, alongside a panel in which jurors or a curator acts as respondent to the work. (Ongoing)
- 9) Create a resource and information base for the ATHE website to help emerging scholars and authors develop and place their work. (Begin development in 2005)