

## **Program Review Report**

**Program:** Bachelor of Music  
**Department:** Department of Fine Arts  
**College:** College of Arts and Sciences  
**Review Date:** April 27, 2017

### **Summary:**

A program review for the Bachelor of Music was presented to the ACD committee by Dr. David Garcia, Chair for Fine Arts.

The calculated three-year average of declared student enrollment in the program is 7.5 (headcounts) per year and the three-year graduation average is 1.33 students per year. Student retention for the last three years is higher than 90%. Closer analysis of the transcripts show that some of the declared students are double majors and are making progress towards the other declared degrees with minimal progress towards the Music program. This could be one explanation for the low graduation rate.

The fiscal analysis of the program shows average revenue of \$116,931.00 (based on tuition and state funding formula) and the budget associated to the program was \$188,255.85 (based on salaries for faculty/staff, equipment, contracts, and supplies). Therefore, the annual subsidy for the program is \$71,324.85, which is not convenient under the current limited fiscal environment at Northern.

The review revealed leadership instability in the program in recent years. More than four directors have overseen the program in the last six years. Other observations made include: a) the lack of an external advisory group to guide the program; b) there is currently only one full-time faculty member with the appropriate credentials to teach the courses in the major. The number of full-time faculty members is a concern raised by the Higher Learning Commission's (HLC) 2016 visit in terms of the faculty to program ratio for several programs offered at Northern.

The program review showed lack of: 1) student learning outcome assessments and/or 2) programmatic assessments in the last five years. Therefore, there is no documented evidence of the quality of the program, which could jeopardize the overall institutional accreditation.

Similarly, the curriculum efficiency analysis of the program showed several bottlenecks, large sequences of pre-requisites, which make the program inflexible and jeopardizes student success or delays graduation. Moreover, the program did not follow the credit reduction process that Northern went through in 2015 to reduce bachelor programs to 120 credits. The total number of credits varies between 128 and 136 credits, depending on the electives or tracks.

Conversations with the program leadership indicated that the program would require investment of full-time faculty/staff members to be able to address all the curricular needs. The current fiscal environment does not allow this option.

Finally, there was no evidence presented on the local job opportunities for the graduates or any demand signal from potential students in the local high schools.

**Recommendations:**

The Dean's Council recommend the following:

1. suspend the program as of fall 2017 so that new students can no longer enroll
2. develop a teach-out plan to graduate the current students enrolled
3. revise the current curriculum to expedite the graduation of the current declared students
4. accept the recommendation to develop a broader Bachelor of Fine Arts that articulates and offers a pathway for the current associate degrees offers in Fine Arts: Music and Film and Digital Media.

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Provost & VP Academic Affairs