

## **Program Review Report**

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

### **Summary:**

A program review for the Associate of Music was presented to the Program Review Committee by Mr. Mateo Frazier, Chair for Fine Arts.

The calculated three-year average of declared student enrollment in the program is 6.7 (headcounts) per year and the three-year graduation average is 0.66 students per year.

The fiscal analysis of the program shows average revenue of \$6,800.00 (based on tuition and state funding formula) and the 3-year average budget associated to the program was \$188,255.00 (based on salaries for faculty/staff, equipment, contracts, and supplies). Therefore, the 3-year average annual deficit for the program is \$181,455.00. Due to budget decreases to the program, during the last academic year, the deficit was \$101,771.00, 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. Moreover, the program was denied accreditation by National Association of Schools of Music in 2015.

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 associate programs to 60 credits. The total number of credits varies between 71 and 73 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. Moreover, the termination of this program will imply a reduction in force and the termination of the tenured faculty member associated with this program.

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 2018 so that new students can no longer enroll
2. revise the current curriculum to expedite the graduation of the two current declared students or persuade them to change to a different program

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Provost & VP Academic Affairs