



Comprehensive Program Review

University System of Georgia

CPR Report Submitted!

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- 1 **Name:** Edwin A. Rugg
- 2 **Title:** Director, Center for Institutional Effectiveness
- 3 **Daytime phone:** 770 499 3609
- 4 **Email:** erugg@kennesaw.edu
- 5 **Institution:** Kennesaw State University
- 6 **Review Status:** Triggered Review
- 7 **Degree level:** Masters
- 8 **Degree acronym:** BM
- 9 **Degree/Major:** Bachelor of Music with a major in Music Performance
- 10 **CIP Code:** 50090300
- 11 **College,** School of the Arts
School/Division:
- 12 **Department:** Department of Music
- 13 **CPR Plan** Yes
followed:
- 14 **Future institutional** Maintain at present level
plans for program:
- 15 **Plan for resources** maintain
in this program:
- 16 **Supplemental file:** CPR FINDINGS to BOR - Music Performance.doc
- 17 **File Type:** MS Word
- 18 **CPR Web Addr.:** www.kennesaw.edu

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**CPR FINDINGS AND PLANS
FOR THE
B.M. WITH A MAJOR IN MUSIC PERFORMANCE
AT KENNESAW STATE UNIVERSITY**

MAJOR FINDINGS ON THE PROGRAM'S QUALITY, PRODUCTIVITY, & VIABILITY

The Music Department's self-study and the University Program Review Council's judgments of this program were closely aligned with those for the B.M. in Music Education and the B.A. in Music. A substantial portion of the required music curricula of all three degree programs rely on the same music courses. Consequently, had there been only one baccalaureate program in music instead of three, the music program would not have been triggered for special review based upon annual degree completion productivity. Nevertheless, the UPRC judged the B.M. (professional performance) program in music to be strong in quality, satisfactory in productivity, and viable for continuation, especially if long-anticipated space relief is realized in the near future. Two-thirds of the quality indicators (10 of 15) were judged to be strong or very strong, including curricular adherence to national standards (the program is NASM accredited), the faculty, use of advanced instructional technology, advising, preparation of graduates, program recognition, student honors, success of graduates, satisfaction of stakeholders, and program's responsive to change. The quality of the program's physical facilities was judged as very weak and inadequate. It is a vulnerability for continued NASM accreditation. Funding from external gifts for music scholarships and for facility improvements was also judged to be very weak. The Council cited weaknesses in the program's productivity in annual degree completions, cost-effectiveness, and program ranking of degree productivity in the USG. While the program's self-evaluations of its productivity were typically higher than the Council's, the more favorable self-evaluations were made in the context of the productivity of comparable "benchmark" music programs elsewhere. The UPRC's judgments were made in the context of the absolute numbers for other degree programs in general, many of which are more productive. Without substantial improvement in instructional and performance facilities, the Council saw little potential for any of the music programs to achieve model or exemplary status. At present, some high schools in the area have better music practice and performance facilities than KSU. The Council's evaluation called for a sharpened strategic action plan with specific goals, objectives, and milestones that are committed to writing and follow-up.

PLANS FOR IMPROVING THE PROGRAM'S QUALITY, PRODUCTIVITY, & VIABILITY

Plans to address the music program's critical space shortages have been in flux for many years, and proposed solutions have been reoriented several times over the past decade. The most critical need is for large ensemble rehearsal space for choral and orchestral performance. A plan to construct a \$2 million annex to the Wilson Building has been incorporated into KSU's \$28 million Social Science Building project which is now at the

top of the Regents' priority list for funding, but whose funding was deferred in 2003 because of the state's economic downturn. Another critical instructional need is for expanded applied music/faculty studio and individualized as well as small ensemble student practice room space. Those needs have been incorporated into a \$5 million "minor" capital project proposal which is high on KSU's priority list for requested future funding. Long-standing interest in a 700-seat music performance/concert hall space has been reoriented several times and is currently planned as a \$4-5 million project funded from surplus finds in the

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current Convocation Building project. In addition, once the Communication Department moves three to four years from now from the Wilson Building to the new Social Science Building, the vacated space will convert to expanded support for the music and theater programs. Continued NASM accreditation hinges on KSU's ability to address these critical space needs. Expanded student recruitment and growth of the ensemble programs are also constrained by critical space shortages. Realization of planned space relief will have a significant impact on improvements in program productivity and quality.

Other notable plans for improvement include: expansion of the music scholarship endowment to \$3.5 million (the average of KSU's benchmark music programs), creation of a Friends of Music benefactors group and a Music Advisory Board, expanded faculty recruitment of students from area high school music programs, expanded opportunities for orchestral studies, improved program marketing materials, increased involvement in local and statewide associations of music educators, and solidifying departmental administrative leadership. When sufficient facilities become available, the creation of KSU-sponsored community youth ensembles (choral, band, orchestra, etc.) will also be pursued to reinforce collegiate student recruitment efforts.

NEW RESOURCE ALLOCATIONS FOR IMPROVEMENT

Kennesaw State's funding and expenditures per FTE student have been substantially below average throughout the university's relatively brief history. New funding and facilities have lagged KSU's exceptional rate of growth over the years. Consequently, the student/faculty ratio at KSU is exceptionally high, and the institution would need another 150 full-time faculty to reach the average of the other state and regional universities in the USG. In that context, there is substantial justification for enhancing most degree programs with additional investments in full-time faculty support. However, this review and its recommendations were completed in the context of a statewide and national economic downturn, significant budget cutbacks in the State's, the University System's, and KSU's operating budgets, and little prospect of KSU receiving special catch-up funding from state appropriations in the near term.

Other than endorsing campus efforts to seek state and private funding for facility expansion for Music, no major new resource allocations for program operations were recommended.

**PLANS FOR INCREASING PROGRAM PRODUCTIVITY ABOVE THRESHOLD
(A TRIGGERED PROGRAM)**

In Fall 2002, a total of 128 declared majors were enrolled in one of KSU's three bachelor's programs in music, and 17 music degrees were conferred in FY 2002. Taken collectively, these productivity levels were above threshold. However, the B.M. with a major in music performance was initially "triggered" for special review by the System Office because its degree productivity as a stand-alone program from FY98 to FY00 averaged 3.3 graduates per year. Since then, that average has risen to 5.5 for FY01 and FY02. The number of declared majors has remained relatively stable over the past four years and has averaged almost 40 per year. The B.A. program attracts about 30% of all declared music majors at KSU, and most specialize in voice or piano. Because high school and community bands and orchestras in KSU's region are particularly strong, plans for program

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expansion into orchestral studies should yield increased enrollment of music performance majors. Construction of adequate rehearsal space for KSU's large and growing choral ensembles is especially vital for improvements of the productivity and quality of this program. The current productivity levels of the B.M. in music performance are not likely to improve or exceed the threshold for a stand-alone degree program until critical space needs are satisfied. Many of the plans cited above are expected to have a positive impact on student recruitment, enrollment of majors, student retention, and degree completion. Recent improvements in departmental and faculty leadership are promising, but space relief is vital for increased program productivity to be realized. KSU's potential for increased enrollment in music programs is great. A recent Music Educators National Conference survey identified the 100 best communities for music education in the United States and ranked Fulton County 8th, Cobb County 12th, and Gwinnett County 96th.