



TENNESSEE HIGHER EDUCATION COMMISSION

REGULAR CALENDAR ITEM: V.A.

MEETING DATE: November 3, 2022

SUBJECT: New Academic Program
Tennessee Technological University
Music, Bachelor of Science
CIP Code: 50.0901 (Music, General)

ITEM TYPE: Action

ACTION RECOMMENDATION: Approval

PROGRAM DESCRIPTION

Tennessee Technological University (TTU) proposes a Music, Bachelor of Science (BS), which is designed to allow students flexible options to combine foundational training in music with skills in business, technology, marketing, management, or other related areas to prepare them for opportunities in the expanding non-performance and non-teaching aspects of the music industry. Curricular flexibility is provided by the inclusion of a large block of elective credits, which will also provide transfer students and students who have completed a significant number of dual enrollment credits with a flexible onramp into a meaningful baccalaureate degree in Music. Graduates from the proposed program will be prepared for employment in numerous career paths, including those at the intersection of music with business, technology, marketing, and management. The proposed program is extremely low cost, utilizing existing faculty, support staff, facilities, technological resources, courses, and advising.

INSTITUTIONAL GOVERNING BOARD APPROVAL

The proposed Music, BS program was approved by the Tennessee Technological University Board of Trustees on October 6, 2022.

PROPOSED IMPLEMENTATION DATE

Spring 2023 – TTU has identified several current Bachelor of Music (BM) students that are interested in changing their major to the Music, BS program, if approved. Additionally, the TTU School of Music has developed a comprehensive marketing plan, which will be launched immediately following THEC approval. The plan includes promoting the program at campus recruitment events, college fairs, community college visits, Tennessee Music Education Association (TMEA) all-state and regional events, band competitions, and other musical events. Additionally, the marketing will specifically engage current TTU students interested in music, transfer students, and students who have recently dropped out.

ALIGNMENT WITH STATE MASTER PLAN AND INSTITUTIONAL MISSION/STRATEGIC PLAN

The proposed Music, BS aligns with several components of 2020 update to The State Master Plan for Higher Education. It is designed to increase access to higher education by providing a pathway that appeals to transfer students and will provide a pathway to graduation for students interested in musical training but not performance or teaching. In addition, the program is designed to be affordable, and to accommodate adult students. The program will provide high-quality training for students seeking opportunities in the

music industry outside of education and performance. It also creates options for student participation with industry partners and real-world experiences, thereby preparing graduates for the future workforce

The proposed program aligns with the major strategic goals articulated in Tennessee Tech’s strategic plan, *Tech Tomorrow*. Specifically, the program prepares students to embrace “education for life,” and allows students to engage in an innovative program of study that encourages meaningful interdisciplinary and cross-disciplinary inquiry as a foundation to innovation. Further, the program engages in “exceptional stewardship” by creating a new degree offering without requiring additional resources and capitalizes on the strength of the University’s offerings by providing a flexible curriculum allowing students to take music alongside other distinctive coursework at TTU. Lastly, the program is designed to ensure “engagement for impact” by encouraging community engagement in both College programming and in student designed curriculum.

CURRICULUM

The proposed 120-credit Music, BS program is structured to include 41 credits of general education, 45 credits of music core courses, 30 credits of general electives, and four credits of music electives.

- At the completion of the program, graduates will have accomplished several learning outcomes, including:
- Becoming proficient performers in their primary instrument or voice, and will have learned to perform in a variety of ensemble settings;
 - gaining a new level of appreciation and understanding of music through the study of music theory and aural theory;
 - using technology as a tool for music creation. This includes writing scores using notation software, becoming proficient working with Digital Audio Workstations (DAW), and using technology in diverse performance settings;
 - developing an understanding of musical processes, aesthetic properties of style, and the way that cultural, and social forces shape and are shaped by musical practice;
 - being able to write about music, to develop original ideas, and defend musical judgments; and
 - exploring secondary areas of study to broaden their skills and experiences in adjacent disciplines.

All the courses required to deliver the proposed program currently exist except for the one credit Senior Project course.

PROGRAM PRODUCTIVITY

Projections by TTU’s School of Music estimate that eight students will enroll in the Music, BS program in its first year, with enrollment growing to 30 students by year five. The program will graduate its first students in year one.

	2022-23	2023-24	2024-25	2025-26	2026-27
Enrollment	8	14	20	26	30
Graduates	0	2	4	8	12

PROGRAM DUPLICATION

Currently, two public universities offer a Bachelor of Science in Music: Austin Peay State University and Tennessee State University. TTU’s proposed Music, BS degree differs from each of these programs by providing more curricular flexibility and offering a flexible capstone project.

EXTERNAL JUDGEMENT

An external review of the proposed program was conducted during a site visit on February 17, 2022, by Dr. Amir Zaheri, Associate Director of the School of Music, and Director of Undergraduate Studies, Student Affairs, and Student Wellness at the University of Alabama. The site visit included meetings with campus administrators, faculty, prospective students, and industry partners. Dr. Zaheri recommended approval of the proposed program, noting the “sufficiently extensive and sophisticated” curriculum that includes a commitment to training in technology, the prioritization of individualized instruction, and the large pool of general electives. Dr. Zaheri concluded his review by stating, “It is my professional opinion that there is great need for programs such as the one proposed by Tennessee Technological University; evidence suggests the institution is ready, by and large, to successfully implement the proposed program.”

STUDENT DEMAND

Current TTU students majoring in Music were surveyed about their interest in the proposed program in spring 2019. Fifty-seven students responded to the survey. Forty percent of the freshman, sophomore, and junior respondents ($n = 34$) indicated high interest in the establishment of this program, and 68 percent indicated that the proposed program was better aligned with their future goals than their current degree program. In addition, 17 percent of seniors who responded ($n = 23$) indicated interest in the program, and 17 percent indicated that the proposed program was better aligned with their future goals than their current degree program.

OPPORTUNITIES FOR PROGRAM GRADUATES

The proposed program allows students flexible options to combine foundational training in music with skills in business, technology, marketing, management, or other related areas preparing them for opportunities in the expanding non-performance and non-teaching aspects of the music industry. According to the US Bureau of Labor Statistics, in Tennessee 35 percent of music majors find employment as musicians or teachers, while 38 percent end up in industry sectors categorized as business. Further BLS data shows that 10 percent of March job openings in Nashville, eight percent in Putnam County, and 10 percent in Knoxville, were in music or music education. Graduates from this program will be equipped to seek employment in many non-performance positions in the expanding music industry across Tennessee. One example of a potential pathway for students would be to pursue employment as a musical director, a field which is predicted to increase 9 percent in demand from 2016-2026 in Tennessee.

Letters of support were included from the Tennessee Performing Arts Center (TPAC), Cookeville Performing Arts Center, and the Bryan Symphony Orchestra.

INSTITUTIONAL CAPACITY TO DELIVER THE PROGRAM

The proposed Music, BS program will be housed in the School of Music in the College of Fine Arts. Current faculty include 12 professors, three associate professors, eight assistant professors, and eight adjunct faculty members. The proposed program will also leverage existing courses and only the capstone course will need to be developed. Students enrolled in the proposed program will be supported by a program director and a full-time academic advisor. Existing facilities in the Bryan Fine Arts building are sufficient to support the proposed program.

ASSESSMENT AND POST-APPROVAL MONITORING

An annual performance review of the proposed program will be conducted for the first five years following program approval. The review will be based on benchmarks established in the approved proposal. At the end of this period, the campus, institutional governing board, and THEC staff will perform a summative evaluation. The benchmarks include, but are not limited to, enrollment and graduation, program cost, progress toward

accreditation, and other metrics set by the institution and staff. If benchmarks are not met during the monitoring period, the Commission may recommend that the institutional governing board terminate the program. If additional time is needed and requested by the institutional governing board, the Commission may choose to extend the monitoring period.

FINANCIAL PROJECTIONS

**Tennessee Higher Education Commission
Appendix A: THEC Financial Projections
Tennessee Technological University
Music, Bachelor of Science**

Seven-year projections are required for doctoral programs.
Five-year projections are required for baccalaureate and Master's degree programs
Three-year projections are required for associate degrees and undergraduate certificates.
Projections should include cost of living increases per year.
Planning year projections are not required but should be included when appropriate.

	Planning Year	Year 1	Year 2	Year 3	Year 4	Year 5
I. Expenditures						
A. One-time Expenditures						
New/Renovated Space ¹	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Equipment	-	-	2,000	2,000	-	-
Library	-	-	-	-	-	-
Consultants	2,000	-	-	-	-	-
Travel	500	-	-	-	-	-
Other	-	1,250	750	750	750	750
Sub-Total One-time	\$ 2,500	\$ 1,250	\$ 2,750	\$ 2,750	\$ 750	\$ 750
B. Recurring Expenditures						
Personnel						
Administration						
Salary	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Benefits	-	-	-	-	-	-
Sub-Total Administration	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Faculty						
Salary	\$ -	\$ -	\$ 2,100	\$ 2,100	\$ 4,200	\$ 4,200
Benefits	-	-	210	210	420	420
Sub-Total Faculty	\$ -	\$ -	\$ 2,310	\$ 2,310	\$ 4,620	\$ 4,620
Support Staff						
Salary	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Benefits	-	-	-	-	-	-
Sub-Total Support Staff	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Graduate Assistants						
Salary	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Benefits	-	-	-	-	-	-
Tuition and Fees* (See Below)	-	-	-	-	-	-
Sub-Total Graduate Assistants	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Operating						
Travel	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Printing	-	-	100	100	150	150
Equipment	-	-	-	-	-	-
Other	-	-	-	-	-	-
Sub-Total Operating	\$ -	\$ -	\$ 100	\$ 100	\$ 150	\$ 150
Total Recurring	\$ -	\$ -	\$ 2,410	\$ 2,410	\$ 4,770	\$ 4,770
TOTAL EXPENDITURES (A + B)	\$ 2,500	\$ 1,250	\$ 5,160	\$ 5,160	\$ 5,520	\$ 5,520

***If tuition and fees for Graduate Assistants are included, please provide the following information.**

Base Tuition and Fees Rate	\$	-	\$	-	\$	-	\$	-	\$	-
Number of Graduate Assistants		-		-		-		-		-

Planning Year	Year 1	Year 2	Year 3	Year 4	Year 5	
II. Revenue						
Tuition and Fees ²	-	84,176	147,308	210,440	273,572	315,660
Institutional Reallocations ³	2,500	(82,926)	(142,148)	(205,280)	(268,052)	(310,140)
Federal Grants ⁴	-	-	-	-	-	-
Private Grants or Gifts ⁵	-	-	-	-	-	-
Other ⁶	-	-	-	-	-	-
BALANCED BUDGET LINE	\$ 2,500	\$ 1,250	\$ 5,160	\$ 5,160	\$ 5,520	\$ 5,520

Notes:

(1) Provide the funding source(s) for the new or renovated space.

N/A

(2) In what year is tuition and fee revenue expected to be generated? Tuition and fees include maintenance fees, out-of-state tuition, and any applicable earmarked fees for the program. Explain any differential fees.

Cost of tuition and University fees (excluding housing or meal plan) for a full-time student (12 credit hours) is \$5,261 per semester.

Estimated revenue for year 1 was calculated based on a projected enrollment of 8 students.

Estimated revenue for year 2 was calculated based on a projected enrollment of 14 students.

Estimated revenue for year 3 was calculated based on a projected enrollment of 20 students.

Estimated revenue for year 4 was calculated based on a projected enrollment of 26 students.

Estimated revenue for year 5 was calculated based on a projected enrollment of 30 students.

(3) Identify the source(s) of the institutional reallocations, and grant matching requirements if applicable.

(4) Provide the source(s) of the Federal Grant including the granting department and CFDA(Catalog of Federal Domestic Assistance) number.

N/A

(5) Provide the name of the organization(s) or individual(s) providing grant(s) or gift(s).

N/A

(6) Provide information regarding other sources of the funding.

No other funding sources exist.