

Santa Rosa Junior College

Program Resource Planning Process

Music 2019

1.1a Mission

The mission of the SRJC Music Department is to train the next generation of professional musicians through our degree and transfer programs, to prepare Career Education students for careers in Digital Audio, and to provide essential General Education courses and performance opportunities to all students. We endeavor to enhance the comprehension and appreciation of a diverse body of music through analysis, study, and performance.

1.1b Mission Alignment

The Music Department supports the District's mission and its initiatives by:

- Preparing undergraduate Music majors for transfer to CSU, UC, and private conservatory Music degree programs.
- Offering four Associate in Arts degrees: Music: Instrumental, Music: Vocal, Music: Jazz Studies, and Digital Media: Audio.
- Helping both Associate degree and transfer students in other majors meet their General Education requirements with courses in Classical Music Appreciation, Music History, Jazz Appreciation, and World Music. Specific Music courses (MUSC 6.1, 6.2, and 7) are also part of the Humanities and Fine Arts Majors.
- Providing Career Education (CE) students with the necessary training to enter the Digital Audio industry. Required courses in the Digital Media: Audio degree/certificate program include MUSC 50, 51A, 51B, 60A, and 60B.
- Enhancing the critical thinking and English writing skills of our students. Studies in Music Theory exercise both quantitative and spatial reasoning skills, while students in GE music courses are required to write analytical essays. Participation in ensembles teaches teamwork and cooperation while striving toward a common goal. Music students are often active participants in the other fine and performing arts, in humanities programs, and in world languages.
- Supporting Student Services in improving student success and retention. There is a sense of community developed among music students. They know each other through their performance ensembles and spend a great deal of time practicing in Forsyth hall.
- Representing SRJC to the larger North Bay community and enhancing its cultural life through our regular public concerts. Performances are held each semester both on-campus and at other community venues.

1.1c Description

The SRJC Music Department offers Associate in Arts degrees in Instrumental Music, Vocal Music, and Jazz Studies; as well as an AA degree and Vocational Certificate in Digital Audio. We provide the core curriculum for students seeking transfer to the CSU and/or UC as Music majors or minors, along with General Education survey courses and other opportunities for the

general student. Our performing groups include Symphonic Band, Orchestra, Concert Choir, Chamber Singers, Jazz Band, Jazz Combos, and other ensembles that concertize both on-campus and out in the community on a regular basis. Our outstanding Applied Music program provides our Music majors with opportunities for individual instruction and recital performance. The Department regularly hosts performances and master classes by renowned guest artists, and we are closely allied with other community music groups including the Santa Rosa Symphony, the Santa Rosa Symphonic Chorus, and various music teacher organizations such as MACCC, CAPMT, and MTAC.

1.1d Hours of Office Operation and Service by Location

The home of the SRJC Music Department is Forsyth Hall on the Santa Rosa campus. We currently offer classes in Forsyth from 8 AM to 10 PM Monday through Thursday, and on Friday from 9 AM to 2 PM. The Department Office is typically open from 9 AM to 5 PM Monday through Thursday, and from 9 AM to 12 PM on Fridays. On Saturdays, the Santa Rosa Youth Symphony meets here from 8 AM to 1 PM. In Fall semesters, our Saturday Audio Recording class runs from 1:30 to 5:30 PM.

There is currently one general Music course offered at the Petaluma Campus: MUSC 8 *Introduction to World Music*. We have recently expanded our offerings in Digital Audio in Petaluma by adding the MUSC 60A-B *Audio Recording 1-2* courses, so that along with MUSC 50 *Introduction to MIDI* and MUSC 60A-B *Digital Audio 1-2* students can complete the entire Digital Audio certificate at either campus.

1.2 Program/Unit Context and Environmental Scan

The SRJC Music Department encompasses nine distinct programs: Theory/Musicianship, Instrumental Music, Choral/Vocal Music, Jazz Studies, Class Piano, Class Guitar, Music History/Appreciation/World Music, Applied Music, and Digital Audio. Our faculty have over 30 distinct areas of special expertise. We serve students in all five demographic groups: terminal degree, university/conservatory transfer, general education, CE/vocational, and lifelong learning.

Terminal Degree

We offer Associate in Arts degrees in Instrumental Music, Vocal Music, Jazz Studies, and Digital Audio that prepare students to enter various aspects of the music industry. These degrees are based on the standards of the National Association of Schools of Music (NASM) and widely-accepted lower-division curriculum from the CSU and UC.

University/Conservatory Transfer

All of our MUSC and MUSCP courses transfer to the CSU and/or UC. The Chair works diligently with the Articulation Officer to ensure that our ASSIST agreements are up-to-date and that we incorporate curriculum changes when necessary. As of Spring 2012, all appropriate courses have been articulated in the C-ID system. We are currently examining the issues surrounding the Transfer Model Curriculum (TMC). There are problems with both the document itself and the way our local units are awarded. Possible solutions are under investigation.

General Education

We offer five GE courses open to all students: MUSC 6.1 and 6.2 *Music History*, MUSC 7 *Classical Music Appreciation*, MUSC 8 *Introduction to World Music*, and MUSC 9 *Jazz Appreciation*. These courses cover the Arts/Humanities areas of CSU-Breadth and IGETC. In

addition, MUSC 9 satisfies the American Cultures requirement and MUSC 8 satisfies the World Cultures requirement for AA degrees. We are currently examining the possibility of converting MUSC 1 *Music Fundamentals* and/or MUSC 2A *Introduction to Music Theory* into GE courses as suggested in the Music TMC. We also hope at some point in the future to develop a GE course in American Music as required at several CSUs.

CE/Vocational

Our Digital Audio program was designed to respond to the need for audio engineers and sound designers in the Bay Area multimedia industry. Students can earn an AA degree and/or certificate in Digital Media: Audio, which provides in-depth training in audio recording and production while exposing them to the other aspects of Digital Media. Our Coordinator of Digital Audio has been actively seeking internships for our students, developing partnerships within the Digital Audio industry, developing and working with the Digital Audio advisory committee, and seeking grant funding from CTE and other sources.

Lifelong Learning

The downsizing and cutbacks of the recession years hit this area the hardest. Although many of our community-based groups have been phased out of the credit schedule, some continue to thrive in Community Education. New legal restrictions on repeatability mean that community and “lifelong learner” musicians will be desperately needed in order to balance instrumentation in our performing ensembles. We are currently allowing students who have exhausted repeatability to audit these ensembles.

2.1a Budget Needs

The Music Department suffered a loss of \$17,818 in FY 2018-19 due to District-mandated budget cuts. This has had an immediate deleterious effect on our program, and these funds need to be restored.

- Cuts to the Student Workers budget have harmed our ability to hire vitally needed student help
- Cuts to the Off-Campus Printing budget have left us with reduced revenue for concert programs and advertising
- Cuts to the Supplies budget have caused a loss of vital supplies and equipment
- Cuts to the Graphic Arts budget have resulted in lower-quality concert programs and advertising
- Cuts to the Lecturers & Speakers budget have left us with a reduced ability to recruit guest artists and clinicians
- Cuts to the Dues & Memberships budget have forced faculty to pay for professional memberships out-of-pocket
- Cuts to the Field Trips budget have left us with decreased ability to travel to festivals, including cancelling our annual trip to the Reno Jazz Festival
- Cuts to the Equipment Service budget have threatened the tuning, maintenance, and repair of District pianos
- Cuts to the Other Equipment budget have left us with less ability to perform vital repairs to District instruments
- Cuts to the Other Contracts budget have left us with a decreased ability to pay vital support staff for concerts
- Cuts to the Postage budget have left us with decreased ability to reach our audience and promote our events

- Cuts to the Other Services budget have left us with reduced concert support from Media Services

The instructional budget we still have is allocated and used effectively. In light of the recent budget cuts, the infusion of Foundation funds from the Long Endowment and Blair/Nishikawa Endowment have helped to keep us alive, but more is needed. Above and beyond restoring our lost funding:

- The Music Department needs better publicity. With additional publicity we could increase both enrollments and attendance at our concerts and events (and hence ticket sales). We are requesting increased funding, more assistance from the PR office, and support the Theatre Department's request for a Publicity Specialist position (section 2.2d).
- Student travel remains under-funded. The Concert Choir, Chamber Singers, Symphonic Band, Jazz Band, and Jazz Combos should be able to participate in at least one festival or tour per year. Although we are currently providing some opportunities, limited funding means that many students have to participate at their own expense, or not at all.
- Our musical instruments (including band instruments and pianos) require regular maintenance, repair, and replacement. Additional funding in this area would go a long way.
- The Music Department prides itself on hosting prominent guest artists to clinic and perform with our student musicians. Increased funding in this area would expand opportunities for our students to work with these artists.
- Software for our Digital Audio program needs to be continually upgraded in order to stay current with industry standards. CE funding helps considerably here, but we may need to pursue other sources (grant funding, public-private partnerships, etc.) to sustain this program if District allocations cannot be increased.

2.1b Budget Requests

Rank	Location	SP	M	Amount	Brief Rationale
0001	ALL	01	01	\$17,818.00	Restoration of recent budget cuts
0002	ALL	01	01	\$2,000.00	Additional funds needed for publicity and advertising of concerts and events
0003	ALL	01	01	\$2,000.00	Additional funding for guest artists
0004	ALL	01	01	\$12,000.00	Funds needed for increased travel opportunities for Symphonic Band, Jazz Band, Jazz Combos, and Choirs
0005	Santa Rosa	01	01	\$10,000.00	Enhanced funding for the maintenance, repair, and replacement of musical instruments
0006	Santa Rosa	04	01	\$6,000.00	Funds needed for purchase, maintenance, and upgrading of Digital Audio software and hardware

2.2a Current Classified Positions

Position	Hr/Wk	Mo/Yr	Job Duties
Accompanist/Vocal Coach	40.00	10.00	Plays piano at professional level. Accompanies choral groups and vocalists for rehearsals and performances. Coaches vocal and instrumental students. Assists with section rehearsals. Records accompaniments for student use.
Department Office Manager (AAIL)	32.00	10.00	In addition to regular AAIL duties, coordinates concert publicity and support services. Creates purchase orders and assists in tracking budget. Monitors students and equipment in the Music Lab. Serves as department receptionist. Issues/orders/tracks practice room keys. Issues lockers. Solves problems.

2.2b Current Management/Confidential Positions

Position	Hr/Wk	Mo/Yr	Job Duties
Department Chair	18.00	10.00	As per contract

2.2c Current STNC/Student Worker Positions

Position	Hr/Wk	Mo/Yr	Job Duties
Student employees (2017-18)	40.00	10.00	Front desk coverage, course assistants

2.2d Adequacy and Effectiveness of Staffing

Increase Hours for the Music Department AAll

The Music Department was granted a permanent 75% (1026 hr.) Administrative Assistant II position in Fall 2011, and then increased to 80% in Fall 2016. Although this has been a marked improvement over our previous situation, increasing this position to full-time (100%) is a top priority for the Department. The Music Office must still be partially staffed by student employees to cover the hours the AA is unable to work, and the Dean's office is covering STNC wages for musical productions in Burbank during the peak months of December and May.

The Music AA must manage students, faculty, facilities, budgets, and computer systems with equal deftness. The complexity of this position requires not only content knowledge in Music, but a diverse skills set. This position actually incorporates three distinct jobs found in many college and university Music programs: Music Office Manager, Music Lab Manager, and Music Librarian. An increase to a full 100% contract is desperately needed in order to accomplish the multifaceted tasks this position requires, including:

- **Applied Music:** Create database of applicants, including contact info, accompanists needed, confidential information, and specialty requested. Track progress of students toward earning Music degrees and/or certificates. Track DHR hours and lesson hours weekly. Complete schedule change forms for Applied Music instructors (including load). Reserve lesson rooms and practice rooms, and assist students and instructors with necessary forms.
- **Budget:** Create, manage, and report on a complex budget for multiple programs (i.e. choral/vocal, jazz, band, orchestra, etc.). Manage Departmental funds, Foundation accounts, and trust funds. Produce over 60 purchase orders each year, many requiring research. Initiate budget transfers. Generate reports. Order and distribute supplies.
- **Concerts:** Collect information. Ensure teachers fill out the Burbank checklist. Fill out appropriate forms (i.e. facilities use, fundraising, service requests, ...) for on-and-off campus concerts. Deliver concert mailers to graphics and proof their work. Send mailers and mailing list to outside company for bulk mailing. Arrange recordings with Media Services. Follow up with service requests. Coordinate piano tuning and moves.
- **Confidential Files:** Enter and compile faculty evaluations. Create and maintain confidential files for classified, faculty, and students for scholarships, Applied Music and more. Complete schedule change forms as needed. Generate PAFs for STNCs.
- **Lockers:** Manually clear out and clean at the end of each semester and have combinations reset.
- **Music Computer Lab:** Create disk images and reimage lab computers as needed. Maintain and update as needed. Install new programs. Supervise student use and monitor printing to ensure it stays within campus policy.
- **Music Library:** Inventory and maintain music literature, videos, books, LPs, and sheet music. Inventory and maintain the CD library. Inventory libraries of vocal, band, piano, and orchestral music in 7 other locations.
- **Pianos:** Tunings for all pianos — instructional, office, and practice rooms. Arrange repairs as needed and funded. Facilitate yearly service on two Steinway grand pianos.

- Practice rooms: Distribute and collect keys. Have keys and locks reset every semester for regular and restricted practice rooms. Order replacement keys as needed.
- PR: Facilitate concert promotion through campus and public means with posters, flyers, newsletters, newspapers and more.
- Scholarships: Send out information mailings. Create and maintain applicant database. Contact applicants with audition details and result letters. Collate audition packets for instructors. Track progress on the obligations of awardees.
- Website: Maintain the Department website, including frequent updates for concerts and events.
- Other: Compile DHR for classes. Enter curriculum and PRPP updates as needed. Assist faculty as needed with forms, budget codes, funds available, and policy. Maintain two student computer workstations dedicated to vocal and band music.

Safety is still another concern. Forsyth Hall is the building closest to Mendocino Avenue and the parking structure. Many people pass through the building who are not taking classes here, and some are not even students. A responsible adult employee at the southern entrance is a necessity for the safety of the students and staff, and for the security of expensive equipment.

As such, the Music Department implores that the Music AA become a full-time 100% contract position. If necessary, the Department is willing to negotiate an exchange of some student worker funding in order to increase hours for the Music AA.

According to the Budget Coordinator, here are the budget figures to raise the position incrementally. The Department would like to increase the current position in 2012-13 to .85 using \$2000 in student worker funds. The rest (\$3542) would have to be allocated from the District. If this were to be allocated to 1.00FTE, the cost to the District would be \$11,882.:

FTE:	0.75	0.80	0.85	0.90	1.00
Salary	26,312.80	28,066.99	29,821.17	31,575.36	35,083.73
Benefits	15,333.07	16,355.27	17,377.48	18,399.68	20,444.09
Total	41,645.87	44,422.26	47,198.65	49,975.04	55,527.83

Increase Hours for the Theatre Box Office Manager

The Music Department strongly supports the Theatre Department's request to increase the Box Office Manager's contract from 47% to 75% – 100%. The Music Department believes that the entire college (and community) would benefit immensely from having tickets for all Music Dept. events sold through the Theatre Box Office, which could be accomplished with a 75% position.

Benefits to the District:

- Redirects box office-related workload currently shouldered by Music Dept. faculty, staff and students to a professional Box Office Manager specifically trained in handling ticket sales and dealing with the public. Allows Music Dept. faculty and staff to better focus on the needs of their program.
- Increased level of professionalism and better public relations for Music Dept. events.
- Centralized location for patrons wishing to purchase tickets for academic performing arts programming (Theatre Arts/SRT, Music, Dance, etc.).
- Online and pre-event ticketing made available for Music Dept. events.
- Computerized accounting of ticket revenue for Music, Theatre Arts, and Dance events.

If this position could be increased to 100%, this would allow for the creation of a single, centralized District Box Office that could potentially handle ticket sales for Theatre/SRT, Music,

Dance, Athletics, and other district entities such as Arts and Lectures, Community Education, the Planetarium, and Associated Students.

Benefits to the District:

- Potential cost savings by using only one online ticketing service rather than multiple programs paying for separate services.
- Centralized location for patrons wishing to purchase tickets for performing arts and special event programming.
- Increased level of professionalism and better public relations for district performing arts and special events.
- Online ticketing for district performing arts and special events programming.
- Computerized accounting of ticket revenue for district performing arts and special events programming.
- Increasing student positions in the Box Office would provide occupational training for students, supervised by the Box Office Manager.

Restoration of the Promotions (Publicity) Specialist Position

The Music Department strongly supports the Theatre Department’s request to restore the position of Promotions Specialist with an increase to a 100% full-time contract. The college is in desperate need of a dedicated publicity specialist focused on the Arts. Such an individual could support not only the Theatre, SRT, and Music programs, but potentially Dance, the Art Gallery, and the Museum as well. These are high-profile public programs that require quality promotional support. The position would encompass public relations, marketing, social media, basic website maintenance (more substantial website work would continue to be handled by IT), and basic graphic arts (more sophisticated graphics needs would continue to be handled by the district’s Graphic Artist).

Restoration and expansion of this position would make a substantial positive difference in the overwhelming workloads of the faculty directors of Theatre Arts, SRT, and Music, as well as the Administrative Assistant IIIs for these programs. Redirecting the bulk of the publicity work to a dedicated classified position would allow these individuals to focus on the many other demands their positions require.

2.2e Classified, STNC, Management Staffing Requests

Rank	Location	SP	M	Current Title	Proposed Title	Type
0001	Santa Rosa	01	01	Music Administrative Assistant II	Increase to 100% Contract	Classified
0002	Santa Rosa	08	01	Theatre Box Office Manager	Increase to 75% - 100% Contract	Classified
0003	Santa Rosa	01	05	Performing Arts Publicity Specialist	Reinstate/Increase to 100% Contract	Classified

2.3a Current Contract Faculty Positions

Position	Description
Contract Faculty: Mark Anderman	Music Theory Coordinator (anchor), Department Chair
Contract Faculty: Jody Benecke	Director of Choral/Vocal Music (anchor)
Contract Faculty: Rudolf Budginas	Coordinator of Piano and Digital Audio (double-anchor)
Contract Faculty: Jerome Fleg	Director of Instrumental Music (anchor)
Contract Faculty: Bennett Friedman	Director of Jazz Studies (anchor)

2.3b Full-Time and Part-Time Ratios

Discipline	FTEF Reg	% Reg Load	FTEF Adj	% Adj Load	Description
Music (2017-18)	4.6600	49.0000	4.9400	51.0000	The Music Department had 5 FT and 23 adjunct faculty teaching in 2017-18.

2.3c Faculty Within Retirement Range

No retirements are anticipated this year. Two FT faculty members are currently eligible for retirement.

2.3d Analysis of Faculty Staffing Needs and Rationale to Support Requests

Contract Faculty

We do not have any urgent staffing needs for FT faculty. However, were any of our current FT faculty to retire or resign, replacing them immediately would be imperative. When further expansion is possible, we would most likely seek to add a position in Music History/Ethnomusicology. This position was lost to retirement over 10 years ago and never replaced.

Adjunct Faculty

We could use additional adjunct faculty in Jazz Saxophone, Jazz Piano, Bass, Guitar, World Music, Jazz Studies, and Viola.

2.3e Faculty Staffing Requests

Rank	Location	SP	M	Discipline	SLO Assessment Rationale
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2.4b Rationale for Instructional and Non-Instructional Equipment, Technology, and Software

Music Performance

- Our timpani set is quite old and needs to be replaced. The tuned drums are crucial to the orchestras and bands that utilize room 115. They are an absolute necessity for the training of our student percussionists.
- We currently do not have a funding source for regular and ongoing replacement of vitally needed band instruments, so we must turn to the IELM process, or to Foundation funds.

Digital Audio

- All of our Digital Audio software (Pro Tools, Komplete, Ableton Live, Sound Forge, and others) will require regular software and (eventually) hardware upgrades. This is a recurring expense (annual upgrades are typical) that needs to be budgeted for. The Music Department cannot absorb this cost alone. We are currently using CE funding for this purpose.

2.4c Instructional Equipment Requests

Rank	Location	SP	M	Item Description	Qty	Cost Each	Total Cost	Requestor	Room/Space	Contact
0001	Santa Rosa	04	01	Wenger chair moving and storage carts	2	\$500.00	\$1,000.00	Mark Anderman	115	Jerome Fleg
0002	Santa Rosa	01	01	Set of 4 Adams Professional Series timpani	1	\$13,500.00	\$13,500.00	Mark Anderman	115	Jerome Fleg
0003	Santa Rosa	01	01	Bach TR200 Series Bb Trumpet	2	\$2,200.00	\$4,400.00	Mark Anderman	115	Jerome Fleg
0004	Santa Rosa	01	01	Selmer baritone saxophone w/ low A key	1	\$13,200.00	\$13,200.00	Mark Anderman	115	Bennett Friedman
0005	Santa Rosa	01	01	Selmer Paris Reference 54 alto saxophone	1	\$8,755.00	\$8,755.00	Mark Anderman	115	Bennett Friedman
0006	Santa Rosa	01	01	Selmer Paris Series III model 64 tenor saxophone	1	\$9,393.00	\$9,393.00	Mark Anderman	115	Bennett Friedman
0007	Santa Rosa	01	01	Buffet R13 Bb clarinet w/nickel keys	1	\$3,884.00	\$3,884.00	Mark Anderman	115	Jerome Fleg
0008	Santa Rosa	01	01	Holton F179 "Farkas" model French horn	1	\$4,905.00	\$4,905.00	Mark Anderman	115	Jerome Fleg
0009	Santa Rosa	04	01	Audio boxes	16	\$132.00	\$1,320.00	Mark Anderman	199	Rudolf Budginas
0010	Santa Rosa	04	01	Wenger shelving for music / instrument storage	1	\$6,600.00	\$6,600.00	Mark Anderman	115	Jerome Fleg

0050	Santa Rosa	04	01	Avid Pro Tools Edu 60-pack	1	\$6,534.00	\$6,534.00	Mark Anderman	2926/PET	Rudolf Budginas
0051	Santa Rosa	04	01	Komplete 11 Edu	60	\$123.00	\$7,380.00	Mark Anderman	2926	Rudolf Budginas

2.4d Non-Instructional Equipment and Technology Requests

Rank	Location	SP	M	Item Description	Qty	Cost Each	Total Cost	Requestor	Room/Space	Contact
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2.5a Minor Facilities Requests

Rank	Location	SP	M	Time Frame	Building	Room Number	Est. Cost	Description
0001	Santa Rosa	06	07	Urgent	Forsyth	Hallway	\$0.00	Drinking fountain and water bottle filling station needed in building. The old water fountain was removed and there are bare pipes in the wall with the potential for open line to sewage system.
0002	Santa Rosa	04	07	Urgent	Forsyth	Classrooms, offices, & hallways	\$2,000.00	Re-paint walls, doors, and lockers (color-matched to new carpeting).
0003	Santa Rosa	04	07	Urgent	Forsyth	Classrooms, offices, & hallways	\$10,000.00	Replace severely worn and discolored carpeting.
0004	Santa Rosa	04	07	Urgent	Forsyth	Classrooms & hallways	\$10,000.00	Repair pits/holes in Forsyth upstairs floor, particularly in/around 189
0005	Santa Rosa	04	07	Urgent	Forsyth	105	\$2,000.00	Repair desk arms on seats
0006	Santa Rosa	04	07	Urgent	Forsyth	Choral library	\$21,105.00	Three new choral literature cabinetry in choral library @ \$7,035.00 ea
0007	Santa Rosa	04	07	Urgent	Forsyth	choral room TBD	\$10,000.00	Upgrade performance apparel storage cabinets
0008	Santa Rosa	04	07	Urgent	Forsyth	band room TBD	\$60,000.00	Shelving for music / instrument storage
0009	Santa Rosa	04	07	Urgent	Forsyth	TBD	\$2,400.00	Shed for storage of choral risers
0010	Santa Rosa	04	07	Urgent	Forsyth	122	\$3,000.00	Install sound baffles in the percussion studio (room 122).
0011	Santa Rosa	04	07	Urgent	Forsyth	105A	\$10,000.00	Provide a secure entrance into the Choral Library from outside.
0012	Santa Rosa	04	07	Urgent	Forsyth	130	\$30,000.00	Remodel the Music administration office, instructional offices, and the student media library. Securing literature and work/interview room spaces.
0013	Santa Rosa	04	07	Urgent	Forsyth	105	\$100.00	Retractable stage curtain
0014	Santa Rosa	04	07	Urgent	Forsyth	105	\$1,000.00	Improved track lighting

2.5b Analysis of Existing Facilities

The single most pressing Facilities issue for Forsyth Hall is the mold abatement necessary in room 167 and in Jody Benecke's office. Fortunately, this has been scheduled for this summer. We are also scheduled to have our HVAC system replaced and to address any issues on the roof.

After the mold, the second most pressing issue is the state of the flooring. There has been progress: the first floor hallways and classrooms were re-done in Spring 2017 with new linoleum and carpet. This past year, there was some repair work to address the dips, pits, and holes that had formed under the carpet in the upstairs hallway by room 189. However, the overall project remains only partially finished, and it gives the building a patchwork, half-finished look. The pits and dips in the floor inside room 189 have not yet been repaired. The first floor offices and most of the second floor is still covered in old, worn, stained, and discolored red-orange carpet. This detracts substantially from the overall appearance of this facility, and from its function as a creative learning environment. The replacement of this carpet with simple grey or Earth-tone carpeting (as we have downstairs in the entryways and in room 115) would drastically improve both the aesthetics and functionality of Forsyth Hall. Repainting of the walls, doors, and lockers is also badly needed. A new paint job to complement the new carpet color would reinvigorate this facility at a relatively small cost.

There is a great need for more effective use of the reception, meeting, work and storage spaces. We have a serious ADA/fire code compliance issue where the Music Lab door swings outward into the narrow hallway that passes by the AA's desk. Simple egress down this heavily-trafficked walkway is hazardous and certainly not in compliance. Other issues:

- The Choral Office (room 105a) has only one door, thus no way to enter or exit without disrupting classes in room 105
- We still have several doors that have old-style knobs that need to be updated to ADA-compliant levers
- Our first floor water fountain was removed and has never been replaced
- During heavy rains, the planter troughs along the windows can pool up and flood - we had flooding and water damage in the Music Lab just this year

A plan for each area could be developed and implemented incrementally over the next several years, but the district will need to provide guidance and resources in order for improvements to be possible.

3.1 Develop Financial Resources

Not applicable

3.2 Serve our Diverse Communities

The Music Department is committed to promoting diversity by exposure to the musics of many cultures. All of our courses are taught in a culturally-inclusive manner. Our ensemble directors strive to present a diverse body of musical literature, and our choirs and vocalists learn to sing in many languages. The works of African-Americans and Latinx-Americans are specifically

highlighted in our Jazz Studies program, and our World Music Appreciation course covers a wide array of non-Western musics.

Our curriculum embraces all musical styles: classical and jazz are at the forefront, but our jazz program also embraces rock and pop. Electronic music, hip-hop, and dubstep aficionados (to name a few) find a home in our Digital Audio program. We specifically sponsor or co-sponsor special events like the Klezmer Café and guest lectures by multicultural artists.

The Music program serves the greater community by concertizing regularly, often with free or reduced-price events. We perform at every Day Under the Oaks. We have close ties with community music organizations including The Santa Rosa Symphony, Youth Orchestra, and local schools and music teacher organizations. One of our alumni, José Soto, is the founder of the Luther Burbank Center Mariachi Ensemble.

We offer financial support to talented musicians of limited means through our expansive scholarship program. In partnership with the Scholarship Office and the SRJC Foundation we give away around \$30,000 per year to talented students who join our program. We also offer transfer scholarships to our graduates as they move on to further their education.

3.3 Cultivate a Healthy Organization

All Department faculty and staff regularly attend Department meetings and actively participate in training seminars offered by the District.

3.4 Safety and Emergency Preparedness

Injury and Illness Prevention Program (IIPP)

The District's updated IIPP is currently going through the final stages of review and approval. The Music Department will comply upon further guidance.

Safety Trainings

Several members of the Music Department participated in "Stair Chair" evacuation procedures training in the Fall 2012 semester. In Spring 2013, the Chair and AA attended the training session on active shooters and hostage situations.

Building and Area Safety Coordinators

The Chair, the AA, and some other faculty have received nominal Building/Area Safety Coordinator training. However, directions from the District remain unclear as to how to classify our BSC/ASC "areas of responsibility." This is currently under discussion.

3.5 Establish a Culture of Sustainability

The Music Department has undertaken several measures to increase sustainability:

Paper Reduction

- The Department achieved a 52% reduction in graphics costs from 2008-2012.

- The Department website contains online concert announcements, departmental information, and a faculty contact information, reducing the need for printed directories and announcements.
- Several instructors have developed websites through Canvas to present syllabi and course materials to their students without the need to print them.
- A login system was implemented on the Department's copier to track paper usage.
- Intradepartmental communication is handled by District email rather than printed documents as much as possible.
- The AA has been making efforts to electronically submit as many District forms as possible to avoid printing. We are also increasing the use of electronic signatures and making PDF copies of important documents.
- The college has generated a substantial amount of printed material that is only printed on one side. This paper is collected and used for draft printing and/or scratch paper.
- Many instructors are allowing students to turn in assignments on recycled paper.
- Music staff paper is also collected and re-used whenever possible.

Recycling

- Paper, magazines, and cardboard are all recycled through a bin in the Department office.
- Batteries are collected and recycled in the Department office.

Other Measures

- The Department uses a centralized laser printer, which is more efficient than inkjet printers. We are trying to direct as much printing as possible to the laser.
- When inkjet printing is needed, the "draft" setting is used as much as possible to save ink.
- The kitchenette area in the Department Office has an assortment of plates, cups, and silverware that can be washed and re-used to cut down on the use of disposable eating ware.

4.1a Course Student Learning Outcomes Assessment

Music Department SLO Assessment Plan (Revised Spring 2018)

In Spring 2015, the Department achieved the benchmark of 100% of courses with at least one assessment. Our formal plan to assess all active courses within the next 6-year cycle is presented below.

	F15	S16	F16	S17	F17	S18
Anderman	3A	3B	3C	3D	2A	2B
Benecke		17B	21ABCD		23ABCD	
Budginas			60A	60B		50
Fleg	1		30ABCD		32ABCD	
Friedman	5C	5D	15	9	5A	5B
Blum				51B	51A	
Digman						
Dvorin-Spross				8		
Menke			17A			
Weichel	6.1	6.2				

	F18	S19	F19	S20	F20	S21
Anderman	2C	2D	40.x	40.x	49	
Benecke	18.1	18.2	18.3	18.4		
Budginas	11A	11B	11C	11D		
Fleg	7		33ABCD			

Friedman	4A	4B	42ABCD			
Blum						
Digman	19.1AB					
Dvorin-Spross						
Menke						
Weichel						

4.1b Program Student Learning Outcomes Assessment

Music: Instrumental

	F15	S16	F16	S17	F17	S18	F18	S19	F19	S20	F20	S21
MUSC 2A					X							
MUSC 2B						X						
MUSC 2C							X					
MUSC 2D								X				
MUSC 3A	X											
MUSC 3B		X										
MUSC 3C			X									
MUSC 3D						X						
MUSC 6.1			X									
MUSC 6.2						X						
MUSCP 11A							X					
MUSCP 11B												
MUSCP 11C												
MUSCP 11D												
MUSCP 21ABCD												
MUSCP 30ABCD												
MUSCP 33ABCD												
MUSCP 40.1												
MUSCP 40.3												
MUSCP 40.4												
MUSCP 40.5												
MUSCP 40.6												
MUSCP 40.7												

Music: Jazz Studies

	F15	S16	F16	S17	F17	S18	F18	S19	F19	S20	F20	S21
MUSC 2A					X							
MUSC 2B						X						
MUSC 3A	X											
MUSC 3B		X										
MUSC 4A												
MUSC 4B								X				
MUSC 5A								X				
MUSC 5B								X				

MUSC 5C		X											
MUSC 5D		X											
MUSC 9						X							
MUSC 15			X										
MUSCP 11A							X						
MUSCP 11B													
MUSCP 11C													
MUSCP 11D													
MUSCP 32ABCD													
MUSCP 42ABCD													
MUSCP 40.1													
MUSCP 40.2													
MUSCP 40.3													
MUSCP 40.4													
MUSCP 40.5													
MUSCP 40.6													
MUSCP 40.7													

Music: Vocal

	F15	S16	F16	S17	F17	S18	F18	S19	F19	S20	F20	S21
MUSC 2A					X							
MUSC 2B						X						
MUSC 2C							X					
MUSC 2D								X				
MUSC 3A	X											
MUSC 3B		X										
MUSC 3C			X									
MUSC 3D						X						
MUSC 6.1			X									
MUSC 6.2						X						
MUSC 18.1												
MUSC 18.2												
MUSC 18.3												
MUSC 18.4												
MUSCP 11A							X					
MUSCP 11B												
MUSCP 11C												
MUSCP 11D												
MUSCP 21ABCD												
MUSCP 23ABCD												
MUSCP 40.2												

Digital Media: Audio

	F15	S16	F16	S17	F17	S18	F18	S19	F19	S20	F20	S21
MUSC 1												
MUSC 2A					X							

MUSC 50												
MUSC 51A					X							
MUSC 51B						X						
MUSC 60A												
MUSC 60B												
MUSCP 11A							X					

4.1c Student Learning Outcomes Reporting

Type	Name	Student Assessment Implemented	Assessment Results Analyzed	Change Implemented
Course	MUSC 1 MUSIC FUNDAMENTALS	Spring 2011	Spring 2011	Spring 2011
Course	MUSC 2A MUSIC THEORY 1	Fall 2013	Fall 2013	Fall 2013
Course	MUSC 2B MUSIC THEORY 2	Spring 2014	Spring 2014	Spring 2014
Course	MUSC 2C MUSIC THEORY 3	Fall 2014	Fall 2014	Fall 2014
Course	MUSC 2D MUSIC THEORY 4	Fall 2008	Fall 2008	Fall 2013
Course	MUSC 3A MUSICIANSHIP 1	Fall 2011	Fall 2011	Spring 2014
Course	MUSC 3B MUSICIANSHIP 2	Spring 2012	Spring 2012	Spring 2014
Course	MUSC 3C MUSICIANSHIP 3	Fall 2012	Fall 2012	Spring 2014
Course	MUSC 3D MUSICIANSHIP 4	Spring 2013	Spring 2013	Spring 2014
Course	MUSC 4A JAZZ/ROCK/POP THEORY 1	Fall 2011	Fall 2011	Fall 2011
Course	MUSC 4B JAZZ/ROCK/POP THEORY 2	Spring 2012	Spring 2012	Spring 2012
Course	MUSC 5A JAZZ IMPROVISATION 1	Spring 2011	Spring 2011	Spring 2011
Course	MUSC 5B JAZZ IMPROVISATION 2	Fall 2013	Fall 2013	Fall 2013
Course	MUSC 5C JAZZ IMPROVISATION 3	N/A	N/A	N/A
Course	MUSC 5D JAZZ IMPROVISATION 4	N/A	N/A	N/A
Course	MUSC 6.1 HISTORY & LIT: BCE-17	Fall 2011	Fall 2011	Fall 2011
Course	MUSC 6.2 HISTORY & LIT: 1750-P	Spring 2011	Spring 2011	Spring 2011
Course	MUSC 7 CLASSICAL MUSIC APPREC	Fall 2013	Fall 2014	Fall 2014
Course	MUSC 8 INTRO TO WORLD MUSIC	Fall 2014	Fall 2014	Fall 2014
Course	MUSC 9 JAZZ APPRECIATION	Spring 2013	Spring 2013	Spring 2013
Course	MUSC 15 STANDARDS REPERTOIRE	N/A	N/A	N/A
Course	MUSC 18 DICTION FOR SINGERS	Spring 2014	Fall 2014	Fall 2014
Course	MUSC 18.1 ITALIAN DICTION	N/A	N/A	N/A
Course	MUSC 18.2 GERMAN DICTION	N/A	N/A	N/A
Course	MUSC 18.3 ENGLISH DICTION	N/A	N/A	N/A
Course	MUSC 18.4 FRENCH DICTION	N/A	N/A	N/A
Course	MUSC 49 INDEPENDENT STUDY	Fall 2013	Fall 2013	Fall 2013
Course	MUSC 50 INTRODUCTION TO MIDI	Fall 2014	Fall 2014	Fall 2014
Course	MUSC 51A DIGITAL AUDIO 1	Fall 2014	Fall 2014	Fall 2014
Course	MUSC 51B DIGITAL AUDIO 2	Spring 2014	Spring 2015	Spring 2015
Course	MUSC 60A AUDIO RECORDING 1	Fall 2014	Spring 2015	Spring 2015
Course	MUSC 60B AUDIO RECORDING 2	Spring 2014	Spring 2015	Spring 2015
Course	MUSCP 11A CLASS PIANO 1	Fall 2014	Fall 2014	Fall 2014
Course	MUSCP 11B CLASS PIANO 2	Fall 2014	Fall 2014	Fall 2014
Course	MUSCP 11C CLASS PIANO 3	Fall 2014	Spring 2015	Spring 2015
Course	MUSCP 11D CLASS PIANO 4	Spring 2014	Spring 2015	Spring 2015
Course	MUSCP 17A ELEMENTARY VOICE	Fall 2014	Spring 2015	Spring 2015
Course	MUSCP 17B INTERMEDIATE VOICE	Fall 2014	Fall 2014	Fall 2014
Course	MUSCP 19.1A CLASSICAL GUITAR 1	Fall 2014	Spring 2015	Spring 2015
Course	MUSCP 19.1B CLASSICAL GUITAR 2	Fall 2014	Spring 2015	Spring 2015
Course	MUSCP 21A CONCERT CHOIR 1	Fall 2012	Spring 2013	Spring 2013
Course	MUSCP 21B CONCERT CHOIR 2	Fall 2012	Spring 2013	Spring 2013
Course	MUSCP 21C CONCERT CHOIR 3	Fall 2012	Spring 2013	Spring 2013
Course	MUSCP 21D CONCERT CHOIR 4	Fall 2012	Spring 2013	Spring 2013
Course	MUSCP 23A CHAMBER SINGERS 1	Fall 2013	Fall 2013	Fall 2013
Course	MUSCP 23B CHAMBER SINGERS 2	Fall 2013	Fall 2013	Fall 2013
Course	MUSCP 23C CHAMBER SINGERS 3	Fall 2013	Fall 2013	Fall 2013
Course	MUSCP 23D CHAMBER SINGERS 4	Fall 2013	Fall 2013	Fall 2013
Course	MUSCP 30A SYMPHONIC BAND 1	Spring 2012	Spring 2012	Spring 2013

Course	MUSCP 30B SYMPHONIC BAND 2	Spring 2012	Spring 2012	Spring 2013
Course	MUSCP 30C SYMPHONIC BAND 3	Spring 2012	Spring 2012	Spring 2013
Course	MUSCP 30D SYMPHONIC BAND 4	Spring 2012	Spring 2012	Spring 2013
Course	MUSCP 32A JAZZ BAND 1	Spring 2011	Spring 2013	Spring 2013
Course	MUSCP 32B JAZZ BAND 2	Spring 2011	Spring 2013	Spring 2013
Course	MUSCP 32C JAZZ BAND 3	Spring 2011	Spring 2013	Spring 2013
Course	MUSCP 32D JAZZ BAND 4	Spring 2011	Spring 2013	Spring 2013
Course	MUSCP 33A ORCHESTRA 1	Fall 2013	Fall 2013	Fall 2013
Course	MUSCP 33B ORCHESTRA 2	Fall 2013	Fall 2013	Fall 2013
Course	MUSCP 33C ORCHESTRA 3	Fall 2013	Fall 2013	Fall 2013
Course	MUSCP 33D ORCHESTRA 4	Fall 2013	Fall 2013	Fall 2013
Course	MUSCP 40.1 APPLIED PIANO	Fall 2011	Fall 2011	Spring 2013
Course	MUSCP 40.2 APPLIED VOICE	Spring 2011	Spring 2011	Spring 2013
Course	MUSCP 40.3 APPLIED STRINGS	Spring 2014	Spring 2014	Spring 2014
Course	MUSCP 40.4 APPLIED WOODWINDS	Spring 2014	Spring 2014	Spring 2014
Course	MUSCP 40.5 APPLIED BRASS	Spring 2014	Spring 2014	Spring 2014
Course	MUSCP 40.6 APPLIED PERCUSSION	Spring 2014	Spring 2014	Spring 2014
Course	MUSCP 40.7 APPLIED GUITAR	Spring 2014	Spring 2014	Spring 2014
Course	MUSCP 42A JAZZ COMBO 1	Fall 2012	Fall 2012	Spring 2013
Course	MUSCP 42B JAZZ COMBO 2	Fall 2012	Fall 2012	Spring 2013
Course	MUSCP 42C JAZZ COMBO 3	Fall 2012	Fall 2012	Spring 2013
Course	MUSCP 42D JAZZ COMBO 4	Fall 2012	Fall 2012	Spring 2013
Certificate/Major	Music - Instrumental	Spring 2013	Fall 2014	Fall 2014
Certificate/Major	Music - Vocal	Spring 2013	Fall 2014	Fall 2014
Certificate/Major	Music - Jazz Studies	Spring 2013	Fall 2014	Fall 2014
Certificate/Major	Digital Media: Audio	Spring 2013	Fall 2014	Fall 2014

4.2a Key Courses or Services that address Institutional Outcomes

Course/Service	1a	1b	1c	2a	2b	2c	2d	3a	3b	4a	4b	5	6a	6b	6c	7
MUSC 1	X	X		X				X		X	X	X			X	X
MUSC 2A-2D	X	X	X					X	X	X	X	X			X	X
MUSC 3A-3D	X	X		X		X		X			X	X				X
MUSC 50	X	X		X	X			X	X		X	X				X
MUSC 5A-5B				X	X	X	X	X			X	X	X	X	X	X
MUSC 6.1, 6.2			X					X	X	X	X	X	X	X	X	X
MUSC 7		X	X					X	X	X	X	X	X	X	X	X
MUSC 8		X	X					X	X	X	X	X	X	X	X	X
MUSC 9		X	X					X	X	X	X	X	X	X	X	X
MUSCP 21ABCD				X	X	X	X					X	X	X	X	X
MUSCP 30ABCD				X	X	X	X	X				X	X	X	X	X
MUSCP 40.1-40.8			X	X	X	X	X	X	X	X	X	X	X	X	X	X

4.2b Narrative (Optional)

Because we are training our students to be music professionals, every performance is an outcome assessment. Problems or deficiencies in musical performance are addressed immediately in subsequent rehearsals and/or future course offerings. If any problems are assessed in the core curriculum, lesson plans and/or course outlines are modified to address them.

5.0 Performance Measures

Not applicable

5.1 Effective Class Schedule: Course Offerings, Times, Locations, and Delivery Modes (annual)

Is the program offering a balanced class schedule convenient to students with day, evening, Friday, and weekend courses, as needed?

The Music Department offers most of its GE courses and Music Major core theory curriculum during morning hours, when demand is greatest. Our first-semester Theory and Musicianship courses (MUSC 2A and 3A) are offered in the afternoon in Spring semesters to make more scheduling options available.

Performance ensembles are scheduled in the afternoons and evenings. Piano classes are scheduled throughout the day and evening. On Fridays, we offer MUSC 1 *Music Fundamentals* and MUSC 9 *Introduction to World Music* in the morning and the Applied Music recital hours in the afternoon. These have proven to be effective times for these courses.

Our only Saturday class so far has been MUSC 60A *Audio Recording 1* (currently offered in Fall only) which serves a definite clientele seeking this vital Digital Audio course during non-traditional hours.

Is the program offering a good geographic distribution of classes?

Most Music courses are held in Forsyth Hall on the Santa Rosa campus. This is the District's dedicated Music facility with the rehearsal space and specialized equipment needed to host large ensembles such as band, choir, and orchestra. In addition to the facilities demands, we do not schedule ensemble courses at other sites in order to maximize enrollment and not dilute the pool of talented musicians across multiple sites.

Our Santa Rosa Digital Audio courses (MUSC 50, MUSC 51AB, MUSC 60AB) are typically scheduled in the Mac Lab in Maggini hall (2926), but we also use the Forsyth Recording Studio (room 150) and the studio in the Doyle Library.

We have traditionally offered a few general music courses at the Petaluma campus (Music Fundamentals, Jazz Appreciation, Guitar, Voice, etc.) however recent budget restrictions have limited us to only one GE Music Course, MUSC 8 *World Music Appreciation*. We hope to regrow our Petaluma offerings in the future.

With the Petaluma campus' newer facilities and emphasis on Digital Media, we have made a concerted effort to build up our Digital Audio program in Petaluma. It is now possible for students to complete the entire *Digital Media: Audio* certificate entirely at either the Santa Rosa or Petaluma Campus. We also made the strategic decision to use a reverse rotation between Santa Rosa and Petaluma so that both levels are always offered at one campus or the other (i.e. MUSC 51A and 60A are offered in Fall at Santa Rosa and in Spring at Petaluma, with MUSC 51B and 60B the reverse).

Does the program effectively use alternative delivery modes when appropriate such as online, online hybrid, or video transmission?

We have recently made a dedicated effort to expand our online offerings. Two years ago, we had only one credentialed online instructor and two sections of one course (MUSC 7 *Classical Music Appreciation*) available online. We now have three credentialed online instructors, have added MUSC 1 *Music Fundamentals* to our online offerings, and are offering four online sections whenever scheduling allows. Student response has been positive and enrollments have been good.

Is there demand for specific courses that is not being met? If so, what is the plan to address this?

Many CSUs require a lower-division GE course in American Music that we are not currently offering. We plan to introduce the curriculum for this soon, and hope to schedule it (FTF, hybrid, and/or online) as soon as the budget will allow. For Digital Audio, we are looking to implement courses in Live Sound and Music Business, as well as transform our Introduction to MIDI course into Introduction to Music Technology for better C-ID compliance.

Could the program do a better job of serving students, and if so, how? State specific recommendations.

We would like to see more sections of each course so as to make more opportunities available, but current budget restrictions prevent this.

Are course offerings being scheduled frequently enough or in rotation to assure that students can complete the program within the stated duration of the program or within a "reasonable" time frame?

Budget restrictions have forced many of our core courses onto a Fall-Spring rotation: Music Theory 1-4, Musicianship 1-4, Class Piano 1-4, Music History 1-2, Audio Recording 1-2, and Digital Audio 1-2. Our Recommended Course Sequence outlines a clear path or the program to be completed in two years, provided students enter in the Fall. Our Santa Rosa/Petaluma "reverse scheduling" plan for Digital Audio ensures that students can complete their certificate in two years whether they start in a Fall or Spring semester.

Describe marketing efforts or outreach activities geared to increasing enrollments.

Our Instrumental Music and Vocal Music directors regularly and actively engage in outreach to local high schools in a variety of ways such as campus visits, clinics, joint performances, festivals, and scholarship offerings. Music faculty regularly participate in campus events (Day Under the Oaks, Club Day, etc.) where we can engage in student outreach and recruiting.

5.2a Enrollment Efficiency

The Music Department (MUSC and MUSCP courses) typically fall below 85% enrollment efficiency. We maintain that the District's statistics are highly inaccurate due to inconsistent class maximums and the problem of combined sections. Progress on this front has been stalled by the long delay from the Class Maximums task force. The District's stats also fail to take into account the extra FTES generated by our (unloaded) Applied Music lab hours. If Enrollment Efficiency statistics from Music are to be used in any meaningful way, the Administration will need to work with the Department to generate more accurate figures.

Is the department scheduling more sections than demand warrants, particularly multiple sections of the same course?

Nearly all MUSC and MUSCP courses are "singletons" where only one section is offered, and even then many are on Fall/Spring rotation.

If the discipline has certificates or majors that are heavily sequenced or have many course requirements, could the required courses be offered on a rotation plan so that students secure the courses that they need within a one, two, or three year time frame?

(From Section 5.1) Budget restrictions have forced many of our core courses onto a Fall-Spring rotation: Music Theory 1-4, Musicianship 1-4, Class Piano 1-4, Music History 1-2, Audio Recording 1-2, and Digital Audio 1-2. Our Recommended Course Sequence outlines a clear path or the program to be completed in two years, provided students enter in the Fall. Our Santa Rosa/Petaluma "reverse scheduling" plan for Digital Audio ensures that students can complete their certificate in two years whether they start in a Fall or Spring semester.

Does the program appeal primarily to day students or to evening students? Do you see different patterns of enrollment in day or evening that should be addressed?

(From Section 5.1) The Music Department offers most of its GE courses and Music Major core theory curriculum during morning hours, when demand is greatest. Our first-semester Theory and Musicianship courses (MUSC 2A and 3A) are offered in the afternoon in Spring semesters to make more scheduling options available. Performance ensembles are scheduled in the afternoons and evenings. Piano classes are scheduled throughout the day and evening. On Fridays, we offer MUSC 1 *Music Fundamentals* and MUSC 9 *Introduction to World Music* in the morning and the Applied Music recital hours in the afternoon. These have proven to be effective times for these courses. Our only Saturday class so far has been MUSC 60A Audio Recording 1 (currently offered in Fall only) which serves a definite clientele seeking this vital Digital Audio course during non-traditional hours.

Could this program benefit from offering some sections online or through other delivery mechanisms, where greater flexibility might attract more students?

(From Section 5.1) We have recently made a dedicated effort to expand our online offerings. Two years ago we had only one credentialed online instructor and two sections of one course (MUSC 7 *Classical Music Appreciation*) available online. We now have three credentialed online instructors, have added MUSC 1 *Music Fundamentals* to our online offerings, and are offering four online sections whenever scheduling allows. Student response has been positive and enrollments have been good.

5.2b Average Class Size

The average class size for Music has shown a slight decline over the last three years, consistent with the decline in enrollments college-wide. Our Summer numbers have shown an increase over the same period. Spring numbers tend to be lower than Fall likely due to course rotation, which means that our more advanced courses (with smaller enrollment) are offered in the Spring.

It is important to note that there are size limitations for some courses. Forsyth Hall only has two classrooms (rooms 105 and 115) able to accommodate more than 20 students at a time. Seats are also limited in our lab facilities including the Forsyth Piano Lab (room 199), Maggini Digital Audio Lab (room 2926), and the Forsyth Recording Studio (room 150).

5.3 Instructional Productivity

Over the last three years, the Music Department's instructional productivity ratio has trended slightly downward in Fall, been fairly stable in Spring, and moved up in Summer.

As to why Music is below the "target" of 17.5, the 2nd, 3rd, and 4th semester core courses for Music Majors (Music Theory, Musicianship, Class Piano, and performance ensembles) typically have lower enrollment due to the natural narrowing that occurs in prerequisite sequences.

Further, music pedagogy requires some smaller classes, such as the Class Piano sections that are limited to 16 by the equipment in the Piano Lab.

In contrast to these courses with inherently lower enrollments, there are a number of Music courses that typically have large enrollments such as MUSCP 21ABCD *Concert Choir*, MUSC 9 *Jazz Appreciation*, MUSC 2A *Introduction to Music Theory*, and MUSC 1 *Music Fundamentals*.

5.4 Curriculum Currency

The Music Department underwent a complete curriculum overhaul in 2008. At that time, we:

1. Renumbered all Music courses with new prefixes to bring the curriculum into compliance with new state guidelines on credit hours. The old MUS prefix was replaced with the MUSC – *Music* and MUSCP – *Music Practicum and Performance* prefixes.
2. Finalized the Music majors and Digital Audio certificate, addressing the new state guidelines on stand-alone courses.
3. Finished the ABCD repeatability project and phased out the old MUS 45, 46, and 48 courses.
4. Collaborated with Department faculty regarding specific curricular issues in Piano, Music History, Vocal Music, Guitar, and Digital Audio.
5. Communicated with MACCC, NASM, and other organizations to ensure that SRJC's curriculum met the statewide and national standards for music education.
6. Developed program-level SLOs and incorporated them into all new and revised courses.

In Spring 2013, the Department again revised our entire course catalog in response to the newly-adopted statewide C-ID descriptors and new regulations on repeatability.

The Music Department is currently in the midst of our latest 6-year review, spanning from 2018–2021. At the close of the 2018–19 AY we were properly on-schedule with these updates. We are still examining our courses in light of the TMC guidelines regarding maximum units, and further curricular revisions are planned once the District releases its plan for implementing Lab Equity.

5.5 Successful Program Completion

Describe any course sequencing or course rotation plans that allow a student to complete their certificate/degree/major in a reasonable time frame.

(From Section 5.1) Budget restrictions have forced many of our core courses onto a Fall-Spring rotation: Music Theory 1-4, Musicianship 1-4, Class Piano 1-4, Music History 1-2, Audio Recording 1-2, and Digital Audio 1-2. Our Recommended Course Sequence outlines a clear path or the program to be completed in two years, provided students enter in the Fall. Our Santa Rosa/Petaluma "reverse scheduling" plan for Digital Audio ensures that students can complete their certificate in two years whether they start in a Fall or Spring semester.

Does the program offer support or services to help students complete certificates, licensure, or majors?

We are currently implementing plans to improve tracking of our majors to assist them in completing the requirements for their academic plan.

Review the trends in numbers of degrees or certificates awarded, and, if possible, explain the trend.

In Spring 2009 we implemented three AA degrees in Music and an AA and certificate in Digital Audio.

Music: Instrumental (AA)
Music: Jazz Studies (AA)
Music: Vocal (AA)
Digital Media: Audio (AA)
Digital Media: Audio (Certificate)

Historically, the majority of our traditional Music majors have chosen a transfer path rather than completing an AA degree at SRJC. When the General and University Transfer AA degrees were still available, they were popular with our students. Our students have successfully transferred to wide variety of institutions that include: Cal Arts, CSU Chico, CSU Dominguez Hills, CSU East Bay, CSU Fresno, CSU Long Beach, CSU Sacramento, CSU San Diego, CSU Stanislaus, Humboldt State University, San Francisco State University, San Francisco Conservatory, Sonoma State University, UC Berkeley, UC Irvine, UC Santa Cruz, University of the Pacific, USC Thornton School of Music, Arizona State University, Berklee College Of Music, Brigham Young University, Chapman University, Cornish College of the Arts, Indiana University, McGill University, Oregon State University, Portland State University, University of North Texas, and others.

From 2009-2018, 25 students have completed an AA in Music: 11 earned the AA in Instrumental Music, six (6) in Jazz Studies, and eight (8) in Vocal Music.

For our CE Digital Audio program, many more students do opt to complete either the degree or the certificate. Since 2009, 82 students completed the program with an equal number (41/41) completing the AA degree and the certificate.

What has been the history of employment or job placement following the certificate or majors in your program/unit?

Many of our Music alumni have gone on to professional careers in music. For example, Ben McKee of the top-tier rock band Imagine Dragons is an SRJC alum. José Soto founded the Luther Burbank Center Mariachi Ensemble after taking our Music program. Music directors at Santa Rosa High School, Windsor High School, Casa Grande High School, and Analy High School are all alumni of our program, as are several Santa Rosa Symphony education faculty and staff.

Our Digital Audio students have gone on to numerous employment opportunities in the greater Bay Area. For example, professional audio engineer Suzanne Dugan is an alumna of our program and now serves on our CE advisory committee. As a local employer, Suzanne confirmed that the Certificate or AA in Digital Audio is a valuable thing, as it assures that her employees will have certain skillsets upon entry into the workforce.

5.6 Student Success

How does student retention at the discipline level compare to the overall District retention rate?

Music student retention (MUSC and MUSCP courses) has been fairly stable for the past three years, ranging between 72% and 78.6%.

Music's retention rates are slightly lower than the District average, which ranged from 76% to 82.6% over the same time period. The reasons for this are unclear, but may be due to the regular, dedicated practice required to be successful in music that not all students are prepared for. Finding the time to practice regularly is a challenge for all musicians, and some students report this as a reason for discontinuing a course.

How does student success at the discipline level compare to the overall District success rate?

Course completion rates for Music (MUSC and MUSCP courses) over the past three years have ranged from a low of 67.5% in Summer 2016 and a high of 77.4% in Summer 2015. Fall/Spring numbers are fairly stable, ranging from 68.3% to 74.2%.

Music's student success rates are slightly lower than the District average, which ranged from 71.3% to 78.6% over the same time period. Again, the reasons for this are unknown, but may be due to the highly specialized nature of the subject and the persistence required to do music well.

How does the average student GPA at the discipline level (total units/grade points) compare to the overall District GPA? If there is a difference (either above or below), can you explain that?

GPA for Music students over the past three years has ranged between 2.88 and 3.01 for Fall, between 2.96 and 3.03 for Spring, and between 2.71 and 3.21 for Summer sessions.

Grade point averages for Music students are slightly higher than the District average, which ranged from 2.62 to 2.69 over the same time period. Reasons for this are speculative, but we believe that students who persist and succeed in music will achieve at a high level due to the multifaceted nature of the discipline. Further, Music courses have an excellent system of peer mentoring, our instructors hold regular office hours, and we make student tutors available through the Tutorial Center.

5.7 Student Access

Do students from diverse ethnic backgrounds enroll in the disciplines at rates equal to their participation rates in the District as a whole?

As of 2017-18, Music had 1960 students enrolled/served, or 215.7 FTES.

The ethnic breakdown of Music students (MUSC and MUSCP courses) (2018-19) is as follows: White 50.3%; Hispanic 28.0%; Asian 5.0%; Black 1.7%; Native American 0.4%; Pacific Islander 0.1%; Filipino 0.8%; Other Non-White 6.9%; Decline to State 6.7.3%

In 2012-13, the breakdown was White 63.3%; Hispanic 10.7%; Asian 3.5%; Black 2.0%; Native American 1.3%; Pacific Islander 0.2%; Filipino 0.8%; Other Non-White 0%; Decline to State 18.3%

This represents a substantial demographic shift over a 6-year period toward a lower white and higher Hispanic population.

Data for District-wide participation rates was unavailable as of this writing.

Do male or female students constitute 75% or more in this discipline? If so, what strategies are being used or planned to increase enrollment of the non-traditional gender?

The gender breakdown of Music students (MUSC and MUSCP courses) for 2018-19 was 62.9% male and 35.1% female, with 2.8% "Unknown". In 2012-13, it was 61.8% male and 36.8% female, with 1.5% "Decline to State." This shows very little change over a 6-year period. We are nowhere close to the 75% threshold and are unaware of any barriers for female students.

Has the program/unit experienced changes to its student population or changes in the needs of students in the last four years?

As stated above, the gender breakdown of Music students has been fairly stable over the last few years, but the Hispanic population has increased by over 17%.

What types of outreach or retention efforts are occurring or should be implemented to better serve underserved or under-represented populations in this program?

(From section 5.1) Our Instrumental Music and Vocal Music directors regularly and actively engage in outreach to local high schools in a variety of ways such as campus visits, clinics, joint performances, festivals, and scholarship offerings. Music faculty regularly participate in campus events (Day Under the Oaks, Club Day, etc.) where we can engage in student outreach and recruiting.

How does this program/unit serve students that are often underrepresented in college including various ethnic groups, lower socioeconomic groups, English language learners?

Our musical ensembles are open to all qualified players and/or singers regardless of ethnicity or socioeconomic status. We provide piano practice rooms, and are occasionally able to provide instruments to students who cannot afford them. Reserve copies of many music textbooks are available in the Doyle Library and Forsyth Music Lab for those facing financial hardship to attend school.

(From section 3.2) We offer financial support to talented musicians of limited means through our expansive scholarship program. In partnership with the Scholarship Office and the SRJC Foundation we give away around \$30,000 per year to talented students who join our program. We also offer transfer scholarships to our graduates as they move on to further their education.

5.8 Curriculum Offered Within Reasonable Time Frame

(From Section 5.1) Budget restrictions have forced many of our core courses onto a Fall-Spring rotation: Music Theory 1-4, Musicianship 1-4, Class Piano 1-4, Music History 1-2, Audio Recording 1-2, and Digital Audio 1-2. Our Recommended Course Sequence outlines a clear path or the program to be completed in two years, provided students enter in the Fall. Our Santa

Rosa/Petaluma "reverse scheduling" plan for Digital Audio ensures that students can complete their certificate in two years whether they start in a Fall or Spring semester.

5.9a Curriculum Responsiveness

How does the program curriculum respond to changing student, community, and employer needs?

The entire Music catalog (including our degrees and certificate) was updated in Spring 2013 due to new regulations on repeatability, and the implementation of C-ID. We examine the entire program each year for any needed revisions, which are addressed in a timely manner. We are currently in a full curriculum review cycle that will stretch from 2018-2021.

Has your program/unit fully complied with the State requirement that every general education course that transfers to a CSU or UC campus must include objectives (content) related to gender, global perspectives, and American cultural diversity?

Music currently has five GE Courses, and these topics are addressed in each. Each course is scheduled for review as shown below.

MUSC 6.1 Music History: Antiquity to 1750 (Spring 2020)

MUSC 6.2 Music History: 1750 to Present (Spring 2020)

MUSC 7 Classical Music Appreciation (Spring 2020)

MUSC 8 World Music Appreciation (Spring 2021)

MUSC 9 Jazz Appreciation (Spring 2021)

How does the curriculum support the needs of other programs, certificates, or majors?

(From Section 1.1b) Music courses enhance the critical thinking and English writing skills of our students. Studies in Music Theory exercise both quantitative and spatial reasoning skills, while students in GE music courses are required to write analytical essays. Participation in ensembles teaches teamwork and cooperation while striving toward a common goal. Music students are often active participants in the other fine and performing arts, in humanities programs, and in world languages.

Offer recommendations and describe plans for new directions in the curriculum.

(From Section 5.1) Many CSUs require a lower-division GE course in American Music that we are not currently offering. We plan to introduce the curriculum for this soon, and hope to schedule it (FTF, hybrid, and/or online) as soon as the budget will allow.

For Digital Audio, we are looking to implement courses in Live Sound and Music Business, as well as transform our Introduction to MIDI course into Introduction to Music Technology for better C-ID compliance.

Digital Audio (CE)

How many advisory committee members attend your meetings that represent industry?

Our Digital Audio Advisory Committee currently has five members representing diverse facets of the industry.

How many of these members represent industry and also serve as adjunct faculty?

Our adjunct faculty do attend our advisory meetings when they are able, but are not considered voting members of the quorum as per regulations. All of our Digital Audio adjuncts also work in the industry to varying degrees, one owns his own Audio Production company.

Is the diversity of membership on your advisory committee representative of the fields in which students will be entering upon completion of your degree, certificate or major?

Our Advisory Committee members represent many aspects of the industry: composition, live sound, production and post-production for film and multimedia, and instruction/retail.

In the past year, has the advisory committee reviewed your curriculum for currency?

When our Digital Audio curriculum was first written and implemented the larger Digital Media advisory committee did review and approve it. We are currently in a new round of curriculum revisions and are responding to the latest developments from C-ID, which has new guidelines for Digital Audio. The Departmental review was initiated in 2018-19, with full review by the Advisory Committee expected in Fall 2019.

5.9b Alignment with High Schools (Tech-Prep ONLY)

Not applicable.

5.10 Alignment with Transfer Institutions (Transfer Majors ONLY)

Our Music AA degrees (with Instrumental, Vocal, and Jazz Studies emphases) were designed to meet the lower-division Music requirements of the CSU system. Specifically, our major requirements correspond to the lower-division Music major requirements at Sonoma State University, CSU Chico, and CSU East Bay. We are currently examining the Transfer Model Curriculum, though there are some difficulties in aligning the TMC with our local courses. We hope that many of these issues can be resolved once the District releases its plan for implementing Lab Equity.

5.11a Labor Market Demand (Occupational Programs ONLY)

From the California LMI Database:

The Artist/Performers category (occupational code# 131011) grew between 2001-14 from 1720 to 4040 individuals.

The Arts/Design/Entertainment (#270000) category grew from 235,000-290,000 individuals.

Music Directors/Composers (#272041) grew from 950-2480 with a median wage growth from \$31,000 per year in 2001 to \$57,000 in 2014.

Audio/Video Technicians (#274011) grew from 4680-9520 individuals with a median yearly wage growth of \$ 40,000-48,000.

Sound Engineering Technicians (#274014) grew from 1840 to 3690 individuals with the median wage growing from \$44000 to \$68,000.

Although these data give a good picture of the overall trends, the LMI contains only larger size businesses and does not include smaller businesses and home studios where many artists of all kinds actually work.

5.11b Academic Standards

The Music Department meets regularly, and academic rigor has been an ongoing topic in our discussions.

6.1 Progress and Accomplishments Since Last Program/Unit Review

Rank	Location	SP	M	Goal	Objective	Time Frame	Progress to Date
0001	Santa Rosa	01	01	Staffing: Administrative Asst II	Increase contract of AAsst II Office Manager to 100%	2018-19	No progress
0002	Santa Rosa	01	01	Staffing: Box Office	Increase position from 47% to 75% or higher to handle Music events	2018-19	No progress
0003	Santa Rosa	01	01	Staffing: Publicity Specialist	Restore the position with a 100% contract	2018-19	No progress
0004	Santa Rosa	01	01	Student recruitment	More outreach to local high schools	ongoing	Strong collaboration with local schools
0005	Santa Rosa	01	01	Concerts/Tours	Increase band and choir festival participation	2018-19	Loss of Reno Jazz Festival due to budget cuts, Hayward Jazz and MACCC went ahead as planned
0006	Santa Rosa	01	01	Recording	Recording of school groups	2018-19	Several Department faculty collaborated on Mark Anderman's album Confluence
0007	ALL	01	01	Digital Audio Advisory Board	Fully independent advisory board for Digital Audio	2018-19	Success! Digital Audio now has its own, independent CE Advisory Board
0008	ALL	01	01	Digital Media Program	Increase interdisciplinary collaboration for the Digital Media Program	ongoing	Digital Audio Coordinator is working on this
0009	ALL	01	01	Curriculum Updates	Keep course outlines updated	ongoing	Full curriculum review cycle underway (2018-2021)

6.2b PRPP Editor Feedback - Optional

6.3a Annual Unit Plan

Rank	Location	SP	M	Goal	Objective	Time Frame	Resources Required
0001	Santa Rosa	01	01	Staffing: Administrative Asst II	Increase contract of AAsst II Office Manager to 100%	2019-20	Administration approval
0002	Santa Rosa	01	01	Staffing: Box Office	Increase position from 47% to 75% or higher to handle Music events	2019-20	Administration approval
0003	Santa Rosa	01	01	Staffing: Publicity Specialist	Restore the position with a 100% contract	2019-20	Administration approval
0004	Santa Rosa	01	01	Student recruitment	More outreach to local high schools	ongoing	Increased advertising needed
0005	Santa Rosa	01	01	Concerts/Tours	Increase band and choir festival participation	2019-20	Increased financial support needed to defray student costs
0006	Santa Rosa	01	01	Recording	Recording of school groups	2019-20	Additional support and assistance from Media Services
0007	ALL	01	01	Digital Audio Advisory Board	CE Advisory board review new curriculum for Digital Audio	2019-20	Support from the CE Office
0008	ALL	01	01	Curriculum Updates	Continue/complete review cycle 2018-2021	2019-21	n/a