

## Memo

**Date:** October 19, 2007

**To:** Campus Review Team  
Ruth Bohan, Art and Art History  
Barbara Kachur, English  
Scot Danforth, Teaching and Learning  
Randall Pembroke, University of Missouri-Kansas City

**From:** Margaret W. Cohen, Interim Associate Vice Chancellor

**Cc:** James Richards, Chair, Music  
John Hylton, Dean, College of Fine Arts and Communication

**Re:** Program Review for Music

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Colleagues:

Thank you for agreeing to serve on the Campus Review Team for the Department of Music's Program Review scheduled to begin the evening of April 25 followed by a day of meetings on April 26, 2004. This year's review process differs in several ways from the past patterns of review on campus. For example, the process now includes the expectation that all members of the Campus Review Team will participate in the complete day of meetings. Thank you for reserving this day on your calendar for this important task. You will be hearing from Professor James Richards, department chair, as the schedule is finalized to insure that your schedule is taken into account. You may also be hearing from Professor Ruth Bohan who has agreed to chair the Campus Review Team.

I am including two documents with this memo. The Five-Year Program Review Guidelines describe the campus review process, outline the Self-Study report, and conclude with suggested outlines for the reports from the Campus Review Team and external reviewer. The Self-Study Report is the focal document, constructed in response to a structured series of questions designed to guide faculty in evaluating the accomplishments of their department in the past five years and to focus on and create a strategic plan for the next five years. This focus on the future is a change from the way program reviews were regarded traditionally. To understand the future direction of the campus and the UM System, please review the Strategic Plans for both UM-St. Louis at <http://www.umsl.edu/chancellor/plan/index.htm> and the University of Missouri System at <http://www.umsystem.edu/ums/about/strategic/>. On March 11, Chancellor Tom George presented a new Action Plan at his inaugural address and report to the community. This can be accessed on line at <http://www.umsl.edu/chancellor> by following the links from the word "Planning."

Five-year reviews at UM-St. Louis were regarded in the past as mechanisms to request new campus resources; resources which are not presently abundant. Given the current climate of public higher education in the nation and particularly in Missouri, university faculty must begin

thinking in a forward and creative fashion. Innovation will likely be the hallmark of successful departments in the next five-year period. Toward that end, this Program Review provides an opportunity to think about how to leverage existing resources and how to obtain and use external resources efficiently to support strategic goals.

Membership on this year's Campus Review Team for Music consists of three faculty, one external reviewer, and a representative from Academic Affairs. Each committee member brings unique knowledge to the team. While the external reviewer brings expertise in the academic discipline, the faculty representatives bring to the committee important knowledge of the campus history, mission, and culture. Representation from Academic Affairs provides a resource and a liaison to the committee and over the long-term, the Office of Academic Affairs will offer oversight as academic units progress toward their goals. All members of the Campus Review Team are responsible for assuring that the review process is a purposeful endeavor.

Within this context the Campus Review Team is asked to:

- 1) Validate the Self-Study Report during its day of on-site meetings;
- 2) Assess how consistent the work of the department is with the strategic plans of the campus and of the UM System;
- 3) Evaluate the department's strategic plan for the next five years in terms of its programmatic and research goals;
- 4) Provide a candid assessment of the quality and reputation of the department.

The external reviewer will submit a final report to the Office of Academic Affairs within two weeks of his/her visit to campus. That document will be made available to the faculty on the Campus Review Team as a reference as they prepare their final report. The final pages of the Program Review Guidelines include an outline suggested for these reports.

I hope you will find the review process interesting and gratifying. Aside from the experience of working with colleagues from other campuses and across our campus, it can be instructive to learn how other campus units are managing in challenging times.

Thank you, once again, for agreeing to serve the campus in this capacity.

Enclosures: Self-Study Report  
Five-Year Program Review Report Guidelines

On-line resources:

UM-St. Louis Strategic Plan available at:  
<http://www.umsl.edu/chancellor/plan/index.htm>

UM-System Strategic Plan available at:  
<http://www.umsystem.edu/ums/about/strategic/>

The Action Plan available at:  
<http://www.umsl.edu/chancellor/>