### Annual Assessment Plan  
(August 1-September 30)

<table>
<thead>
<tr>
<th>Department</th>
<th>Fine Arts</th>
</tr>
</thead>
<tbody>
<tr>
<td>Title of Program</td>
<td>Music Program</td>
</tr>
<tr>
<td>Academic Year</td>
<td>2004-2005</td>
</tr>
<tr>
<td>Degree Level</td>
<td>Minor</td>
</tr>
</tbody>
</table>

#### University Goal

Provide quality programs that are accessible to qualified students, particularly those who are employed and seek to enhance their professional credentials.

Work through high schools in target counties to communicate the quality and benefits of attending UWA.

Address the major educational, social, and economic issues of the region through distance learning, research, service, and partnerships with both the public and private sectors.

#### Objectives

- The Department of Fine Arts will maintain a quality program of instruction in music.

- The music program will assist the University in attracting students through recruitment activities.

- The Department of Fine Arts believes that the lack of music and art programs in most schools is a major educational issue in the region. The music program will provide the community with enhanced opportunities for exposure to cultural activities.

#### Expected Results (Outcomes)

1. 80% of students will score “C” or higher on juried performance examinations.

2. Students will display an appropriate level of competency in music skills as evidenced in audio records of student performances.

3. Course evaluation scores on question #13 “I have become more competent in this area due to this course,” in band and choirs will average 3.00 or greater.

4. The music program will present six public performances, workshops, visiting artists, etc… each year.

#### Assessment Instrument(s)/Procedures/Costs

1. Semester Jury Reports/ Music faculty will conduct juries/ minimal.

2. Departmental audio recordings of students performances/ faculty will record performances / minimal.

3. Course evaluations / University will administer survey.

4. Departmental records/ Records of recruitment activities will be kept on file in the departmental office/ minimal.

*Forward all forms to the dean by October 31 for review.*
## Annual Assessment Plan
**(August 1-September 30)**

**Department**  Fine Arts  
**Title of Program**  Visual Art  
**Academic Year**  2004-2005  
**Degree Level**  Minor

<table>
<thead>
<tr>
<th>University Goal</th>
<th>Objectives</th>
<th>Expected Results (Outcomes)</th>
<th>Assessment Instrument(s)/Procedures/Costs</th>
</tr>
</thead>
</table>
| Provide quality programs that are accessible to qualified students, particularly those who are employed and seek to enhance their professional credentials. | The Department of Fine Arts will maintain a quality program of instruction in the visual arts. | 1) Scores on course portfolio assessment documents will average 3.5 or higher in Overall Quality, Creativity, and Craftsmanship areas.  
2) Students will display a high level of competency in art production skills as evidenced in visual records of student work maintained by the department  
3) Course evaluation scores on question # 13 “ I have become more competent in this area due to this course” will average 3.00 or greater. | 1) Course portfolio report/ Art professor will complete report at end of each semester/ minimal.  
2) Student work slide portfolio/ Art professor will photographically document student work each semester/ approximately $5.00 per course evaluated.  
3) Course evaluations/ university will administer evaluations/ cost covered by OIE. |
| Address the major educational, social, and economic issues of the region through distance learning, research, service, and partnerships with both the public and private sectors. | The Department of Fine Arts believes that the lack of music and art programs in most schools is a major educational issue in the region. The visual art program will provide the community with enhanced opportunities for exposure to cultural activities. | The visual art program will present two exhibitions, workshops, visiting artists, etc… each year. | Departmental records/ Records of recruitment activities will be kept on file in the departmental office/ minimal |

*Forward all forms to the dean by October 31 for review.*
## Annual Assessment Plan
(August 1-September 30)

<table>
<thead>
<tr>
<th>Department</th>
<th>Fine Arts</th>
<th>Academic Year</th>
<th>2003-2004</th>
</tr>
</thead>
<tbody>
<tr>
<td>Title of Program</td>
<td>Music Program</td>
<td>Degree Level</td>
<td>Minor</td>
</tr>
<tr>
<td>University Goal</td>
<td>Objectives</td>
<td>Expected Results (Outcomes)</td>
<td>Assessment Instrument(s)/Procedures/Costs</td>
</tr>
<tr>
<td>Goal 1</td>
<td>The Department of Fine Arts will maintain quality program of instruction in music.</td>
<td>1) 80% of students will score “C” or higher on juried performance examinations.</td>
<td>1) Semester Jury Reports/ Music faculty will conduct juries/ minimal.</td>
</tr>
<tr>
<td></td>
<td></td>
<td>2) Students will display an appropriate level of competency in music skills as evidenced in audio records of student performances.</td>
<td>2) Departmental audio recordings of students performances/ faculty will record performances/ minimal.</td>
</tr>
<tr>
<td>Goal 4</td>
<td>The Department of Fine Arts will assist in student recruiting and success by offering enriched opportunities for intellectual exposure.</td>
<td>1) Course evaluation scores on question # 13 “ I have become more competent in this area due to this course,” in band and choir will average 3.00 or greater.</td>
<td>1) Course evaluations / University will administer survey.</td>
</tr>
</tbody>
</table>

*Forward all forms to the dean by October 31 for review.*
<table>
<thead>
<tr>
<th>Objectives</th>
<th>Expected Outcome</th>
<th>Actual Outcome</th>
<th>Problems Encountered</th>
<th>Action Taken/Plan(s) For Improvement</th>
</tr>
</thead>
<tbody>
<tr>
<td>The Department of Fine Arts will maintain quality program of instruction in music.</td>
<td>1) 80% of students will score “C” or higher on juried performance examinations. 2) Students will display an appropriate level of competency in music skills as evidenced in audio records of student performances.</td>
<td>1) 100% of students scored “C” or higher 2) Tapes are on file.</td>
<td>1) none 2) Choral groups were not performing at an appropriate skill level. Sousaphone section sound is weak in the band.</td>
<td>1) none 2) There has been a change of leadership in the choral program and improvement has been noted. Plans are being made to upgrade Sousaphones.</td>
</tr>
<tr>
<td>The Department of Fine Arts will assist in student recruiting and success by offering enriched opportunities for intellectual exposure</td>
<td>1) Course evaluation scores on question # 13 “ I have become more competent in this area due to this course,” in band and Choir will average 3.00 or greater.</td>
<td>1) Average was 3.75</td>
<td>none</td>
<td>No action necessary.</td>
</tr>
</tbody>
</table>

*Forward all forms to the dean by October 31 for review.*
<table>
<thead>
<tr>
<th>University Goal</th>
<th>Objectives</th>
<th>Expected Results (Outcomes)</th>
<th>Assessment Instrument(s)/Procedures/Costs</th>
</tr>
</thead>
<tbody>
<tr>
<td>Goal 1.</td>
<td>The Department of Fine Arts will maintain a quality program of instruction in the visual arts.</td>
<td>1) Scores on course portfolio assessment documents will average 3.5 or higher in Overall Quality, Creativity, and Craftsmanship areas.</td>
<td>1) Course portfolio report/ Art professor will complete report at end of each semester/ minimal.</td>
</tr>
<tr>
<td></td>
<td></td>
<td>2) Students will display a high level of competency in art production skills as evidenced in visual records of student work maintained by the department.</td>
<td>2) Student work slide portfolio/ Art professor will photographically document student work each semester/ approximately $5.00 per course evaluated.</td>
</tr>
<tr>
<td>Goal 4.</td>
<td>The Department of Fine Arts will assist in student success by offering enriched opportunities for intellectual exposure.</td>
<td>1) Course evaluation scores on question # 13 “I have become more competent in this area due to this course” will average 3.00 or greater.</td>
<td>1) Course evaluations/ university will administer evaluations/ cost covered by OIE.</td>
</tr>
</tbody>
</table>

*Forward all forms to the dean by October 31 for review.*
## Self-Study
(August 1-September 30)

<table>
<thead>
<tr>
<th>Department</th>
<th>Fine Arts</th>
<th>Title of Program</th>
<th>Visual Art</th>
<th>Academic Year</th>
<th>2003-2004</th>
<th>Degree Level</th>
<th>Minor</th>
</tr>
</thead>
</table>

### Objectives

The Department of Fine Arts will maintain a quality program of instruction in the visual arts.

1. Scores on course portfolio assessment documents will average 3.5 or higher in Overall Quality, Creativity, and Craftsmanship areas.

2. Students will display a high level of competency in art production skills as evidenced in visual records of student work maintained by the department.

### Expected Outcome

1. Average was 3.23.

2. Images of student work are on file in departmental office.

### Actual Outcome

1. Two of the five studio courses offered each year were cancelled because of a lack of staff. This caused one class that performed substandard to have an inordinate affect on the overall average of student work. The cause/s of this particular class’ low performance rating is not known.

2. It was noted that there was a continued lack of high-fire reduction work.

### Problems Encountered

1. The class in question (ceramics) will be closely monitored to ascertain whether or not the problems reoccur.

2. Construction of a high-fire reduction kiln is underway.

### Action Taken/Plan(s) For Improvement

1. Forward all forms to the dean by October 31 for review.

*Forward all forms to the dean by October 31 for review.*
Statement of Achievements

Department  **Fine Arts**  

**Academic Year  2003-2004**

**Plans Implemented**

1. Offer Art Technician Scholarship. *Though not technically implemented, the creation of a Jobship program by Student Affairs and the subsequent assigning of one Jobship person to the ceramics area, alleviated this need.*

2. Purchase choir uniforms.

3. Purchase additional band and auxiliary uniforms. *The department was able to fund the purchase of auxiliary uniforms and a one-time appropriation enabled the purchase of additional band uniforms.*

4. Improve band instrument holdings. *Purchased three snare drums with carriers and two quad carriers.*

5. Research restructuring of Music Minor. *A committee was formed, researched the issue and has submitted a recommendation that will be forwarded through the appropriate channels.*

6. Continue upgrade of audio equipment in offices and classrooms. Half-time lecturer position in art was approved. With the departure of a half-time lecturer faculty in the department, the positions were combined to create a full-time lecturer position.

7. 

**Plans Not Implemented**

1. Hire part-time lecturer in guitar/strings. *The position was not funded, but the request remains as part of the strategic plan.*

2. Begin Band competition. *The Band Director reports that the difficulties in holding a band competition have proven to be too great to overcome.*

3. 

4. 

5. 

6. 

7. 

8. 

9. 

*Forward all forms to the dean by October 31 for review.*
Statement of Achievements (not in original planning documents)

Department: Fine Arts
Academic Year: 2003-2004

Plans Implemented

(1) Purchased independent keyboard amp and speaker stands. (11)

(2) Purchased four easels for painting program. (12)

(3) Purchased several percussion instruments for the choirs. (13)

(4) Continued construction of wood-fired kiln in ceramics area. (14)

(5) (15)

(6) (16)

(7) (17)

(8) (18)

(9) (19)

(10)

Forward all forms to the dean by October 31 for review.
## Short-Range Plans: First Year

**Department:** Fine Arts  
**Year:** 2005-2006

<table>
<thead>
<tr>
<th>Plans</th>
<th>Strategies to Implement</th>
<th>Completion Date</th>
<th>Approved by IEC</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Hire part-time Choral Director.</td>
<td>1. Committee will make appropriate recommendations.</td>
<td>1. August 2005</td>
<td></td>
</tr>
<tr>
<td>2. Hire full-time professor to teach Guitar and Introduction to Music.</td>
<td>2. Committee will make appropriate recommendations.</td>
<td>2. August 2005</td>
<td></td>
</tr>
<tr>
<td>3. Rebuild Steinway piano in Pruitt Hall # 27.</td>
<td>3. Committee will make appropriate arrangements.</td>
<td>3. August 2006</td>
<td></td>
</tr>
<tr>
<td>4. Purchase computer screen projector systems and computers for MU 100 &amp; AT 100 classrooms.</td>
<td>4. Chairperson will make appropriate arrangements.</td>
<td>4. December 2005</td>
<td></td>
</tr>
<tr>
<td>5. Enable band to travel to one off-campus football game per year.</td>
<td>5. Chairperson will submit budget increase request and if funded, Band Director will make arrangements.</td>
<td>5. October 2005</td>
<td></td>
</tr>
<tr>
<td>6. Purchase additional slide projector for AT 100 classroom.</td>
<td>6. Art faculty will submit requisition to Chairperson.</td>
<td>6. December 2005</td>
<td></td>
</tr>
<tr>
<td>7. Increase Introduction to Music instrument inventory.</td>
<td>7. Faculty will submit requisitions.</td>
<td>7. May 2006</td>
<td></td>
</tr>
<tr>
<td>8. Form Jazz ensemble.</td>
<td>8. Band Director will make appropriate arrangements.</td>
<td>8. January 2006</td>
<td></td>
</tr>
</tbody>
</table>

Approved:  
Unit Head/Director  

Approved:  
Dean/Vice President

*Forward all forms to the dean by October 31 for review*
MEDIUM-RANGE PLANS: YEARS TWO AND THREE

Department: Fine Arts

Academic Years: 2006-2008

Year Two 2006-2007

(1) Choir will present a major choral work.
(2) Improve collection of drawing objects.
(3) Purchase new computers for music computer lab.
(4) Purchase additional easels for painting lab.
(5) Begin transition to digital images in art slide library.

Year Three 2007-2008

(1) Build small-scale foundry for Introduction to Art demonstrations and projects.
(2) Purchase new organ.
(3) Construct practice field for band.
(4) Partially fund a choir trip to perform at Carnegie Hall.
(5) Improve departmental facilities.
(6)
(7)

Approved: ____________________________
Unit Head/Director

Approved: ____________________________
Dean/Vice President

Forward all forms to the dean by October 31 for review.
**RESOURCES REQUIRED FOR PLANS (THREE-YEAR PLANS)**

**Department:** Fine Arts  
**Year:** 2005-2006

<table>
<thead>
<tr>
<th>PLANS (Refer to One-Year Plans)</th>
<th>HUMAN RESOURCES (Faculty, Staff, Consultants, etc.)</th>
<th>PHYSICAL RESOURCES (Supplies, Material, Equip., etc.)</th>
<th>OTHER RESOURCES (Printing, Postage, Telephone, etc.)</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Hire part-time Choral Director.</td>
<td>AVAILABLE</td>
<td>NEEDED</td>
<td></td>
</tr>
<tr>
<td>2. Hire full-time professor to teach Guitar and Introduction to Music.</td>
<td>2. 48,277.00</td>
<td></td>
<td></td>
</tr>
<tr>
<td>3. Rebuild Steinway piano in Pruitt Hall # 27.</td>
<td></td>
<td>3. 20,000.00</td>
<td></td>
</tr>
<tr>
<td>4. Purchase computer screen projector systems and computers for MU 100 &amp; AT 100 classrooms.</td>
<td></td>
<td>4. 4,000.00</td>
<td></td>
</tr>
<tr>
<td>5. Enable band to travel to one off-campus football game per year.</td>
<td></td>
<td></td>
<td>5. 3,500.00</td>
</tr>
<tr>
<td>6. Purchase additional slide projector for AT 100 classroom.</td>
<td></td>
<td>6. 500.00</td>
<td></td>
</tr>
<tr>
<td>7. Increase <em>Introduction to Music</em> instrument inventory.</td>
<td></td>
<td>7. 500.00</td>
<td></td>
</tr>
<tr>
<td>8. Form Jazz ensemble.</td>
<td></td>
<td>8. N/A</td>
<td></td>
</tr>
</tbody>
</table>

**TOTAL RESOURCES NEEDED**  
$ 48,277.00  
$ 12,579.00  
$ 1,000.00  
$ 24,000.00  
$ 3,500.00

**GRAND TOTAL OF RESOURCES NEEDED (Human Resources + Physical Resources + Other Resources)**  
$ 40,079.00

AVAILABLE means budgeted in current year’s budget.  
In listing AVAILABLE HUMAN, PHYSICAL, AND OTHER RESOURCES, please place an asterisk (*) by any items funded from external sources such as federal, private, contractual, revenue generated, or other such sources external to the university.

Dean/Vice President: ____________________________  
Date: ______________

*Forward all forms to the dean by October 31 for review.*
RESOURCES REQUIRED FOR PLANS (ONE-YEAR PLANS)

Department: Fine Arts
Year: 2006-2007

<table>
<thead>
<tr>
<th>PLANS (Refer to Two-Year Plans)</th>
<th>HUMAN RESOURCES (Faculty, Staff, Consultants, etc.)</th>
<th>PHYSICAL RESOURCES (Supplies, Material, Equip., etc.)</th>
<th>OTHER RESOURCES (Printing, Postage, Telephone, etc.)</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Choir will present a major choral work.</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>2. Improve collection of drawing objects.</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>3. Purchase new computers for music computer lab.</td>
<td></td>
<td>3. 3,000.00</td>
<td></td>
</tr>
<tr>
<td>4. Purchase additional easels for painting lab.</td>
<td></td>
<td>4. 250.00</td>
<td></td>
</tr>
<tr>
<td>5. Begin transition to digital images in art slide library.</td>
<td></td>
<td>5. 500.00</td>
<td></td>
</tr>
</tbody>
</table>

| TOTAL RESOURCES NEEDED $ | $1,650.00 | $3,000.00 | $ |
| GRAND TOTAL OF RESOURCES NEEDED (Human Resources + Physical Resources + Other Resources) | $3,000.00 |

AVAILABLE means budgeted in current year’s budget.

In listing AVAILABLE HUMAN, PHYSICAL, AND OTHER RESOURCES, please place an asterisk (*) by any items funded from external sources such as federal, private, contractual, revenue generated, or other such sources external to the university.

Dean/Vice President: ________________________________
Date: ________________

Forward all forms to the dean by October 31 for review.
# RESOURCES REQUIRED FOR PLANS (TWO-YEAR PLANS)

**Department:** Fine Arts  
**Year:** 2007-2008  

<table>
<thead>
<tr>
<th>PLANS (Refer to Three-Year Plans)</th>
<th>HUMAN RESOURCES (Faculty, Staff, Consultants, etc.)</th>
<th>PHYSICAL RESOURCES (Supplies, Material, Equip., etc.)</th>
<th>OTHER RESOURCES (Printing, Postage, Telephone, etc.)</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Build small-scale foundry for <em>Introduction to Art</em> demonstrations and projects.</td>
<td>AVAILABLE</td>
<td>NEEDED</td>
<td>1. 3,000.00</td>
</tr>
<tr>
<td>2. Purchase new organ.</td>
<td></td>
<td></td>
<td>2. 30,000.00</td>
</tr>
<tr>
<td>3. Construct practice field for band.</td>
<td></td>
<td></td>
<td>3. 30,000.00</td>
</tr>
</tbody>
</table>
| 4. Partially fund a choir trip to perform at Carnegie Hall. | | | 4. 500.00  
4. 4,500.00 |
| 5. Improve departmental facilities. | | | 5. unknown |

**TOTAL RESOURCES NEEDED**  
<table>
<thead>
<tr>
<th>AVAILABLE</th>
<th>NEEDED</th>
<th>AVAILABLE</th>
<th>NEEDED</th>
<th>AVAILABLE</th>
<th>NEEDED</th>
</tr>
</thead>
<tbody>
<tr>
<td>$</td>
<td>$</td>
<td>$63,000.00</td>
<td>$500.00</td>
<td>$4,500.00</td>
<td></td>
</tr>
</tbody>
</table>

**GRAND TOTAL OF RESOURCES NEEDED** (Human Resources + Physical Resources + Other Resources)  
$67,500.00

AVAILABLE means budgeted in current year’s budget. 
In listing AVAILABLE HUMAN, PHYSICAL, AND OTHER RESOURCES, please place an asterisk (*) by any items funded from external sources such as federal, private, contractual, revenue generated, or other such sources external to the university.

Dean/Vice President: ________________________________  
Date: _________________

Forward all forms to the dean by October 31 for review.
Faculty Staffing Plan

Page 1 of 3

Department: Fine Arts
Academic Year: 2005-2006

Please indicate how each of the following factors affects staffing for the next academic year:

1. **Departmental Offerings**

Departmental offerings are currently stable and consistent with previous years. As can be seen in the previous years’ planning documents, a review of the music minor has been underway for some time. A final report has been submitted by the committee, which recommends adding two new classes (American Music History, and World Music), and combining Music History I & II into a single course. By making these changes, the committee will have purged from the minor all of the courses that were previously in place because of the structure of the music major. The course work in the minor will be more general and comprehensive in nature and thus more appropriate for a program in which there is only a minor. In addition to these much needed pedagogical changes, adjustments in the course rotation will free one three-hour time slot per year, which will allow the department to teach an additional section of Introduction to Music each year without affecting faculty load. Complete details of the changes will be presented to the College Academic Council and, if approved, to the University Academic Council.

2. **Projected Enrollment**

Enrollment continues to be at its maximum in Introduction to Music and Introduction to Art classes. With the hiring of a new Choral Director, enrollment in choral groups and voice lessons is expected to recover from spring numbers and to increase considerably. Enrollment in guitar has also seen an increase over previous years with a change in staff in that area. This enrollment is expected to increase because of recruiting efforts of the new faculty. Enrollment in the Band program did not increase for the first time in several years. It is expected that renewed efforts in recruiting will cause additional increases in coming years.

3. **Availability of Current Faculty**

Most faculty in the department are currently available for full teaching loads in their areas of expertise. Mr. Guynes is on one-third release as Chairperson, and Mr. Smith is on one-third release for recruiting and band activities. Mr. Smith’s lack of a Master’s degree causes him to be unable to assist with the heavy MU 100 load or other areas. This puts some strain on the department’s staffing. Adjuncts are currently available in Choral and Guitar areas, but their continued availability is uncertain and the programs thrive or deteriorate accordingly.

4. **Use of Adjunct Faculty**

The hiring of an additional full-time faculty in Art has alleviated staffing concerns in the Introduction to Art area. When available, adjunct faculty is used in Applied Voice and Applied Guitar courses.
5. Faculty Loads

All faculty within the department currently maintain full teaching loads with the exception of Mr. Smith. Mr. Smith’s course load continues to remain low (with the exception of fall 2003 semester) because of low enrollment in applied music courses and his lack of qualifications for teaching in other areas. The planned development of a Jazz Band or other ensembles will alleviate concerns in this area. If Mr. Smith’s load remains low in coming semesters, in keeping with University policies, additional departmental duties will be assigned to him in order to bring his load up to the departmental average.

6. Requirements of Accrediting Agencies

None

7. Requirements of Consent Decree

None

8. Other
Faculty Staffing Plan
Page 3 of 3

Department ___ Fine Arts _______________________________ Academic Year_2005-2006 ______

Based on the factors described, the following changes in faculty staffing are requested:

The unexpected resignation of the Choral Director has left the Department in a position to reevaluate its staffing needs. After careful consideration of all factors involved, the Department recommends the shifting of the full-time position that was previously in Choral Music to a position for Guitar and Introduction to Music courses and the hiring of a half-time lecturer in Choral Music to cover the Choirs. Voice lessons will continue to be covered by adjunct.

Reasons for this recommendation are simple, but many. For several years there have been serious problems in the staffing of the Choral Director position and the choirs have suffered. Many efforts have been made to rectify this situation, but few have had any progressively positive impact. Because of present circumstances, it is believed that hiring a part-time lecturer as Choral Director on a continuing basis could best remedy the staffing concerns in this area. In the past, a national search produced far from positive results in staffing this position and it is believed that the department should look beyond academe for an individual to fill this role. It is believed that an individual who has extensive professional experience in choral music performance and choral conducting, as well as a strong understanding of the region that this university serves, would be more successful in improving the choral program. However, it is recommended that any such individual hired in this capacity make significant and regular progress towards earning traditional academic credentials while being employed as the Choral Director.

Hiring a part-time individual in the choral area will leave two Introduction to Music courses each semester uncovered. In the past it has been extremely difficult to find adjuncts to teach these classes. With the introduction of a guitar program three years ago, there has been a sizable influx of new students into the music program (the largest influx of students in the theory and ear training sequence in any one area, including band). Initially, enrollment in private guitar lessons was approximately twenty-five students each semester (a part-time faculty load in this area would be only 18 students). These numbers dropped somewhat when Dr. Patilla resigned as adjunct and was replaced, after one semester without an instructor, by Mr. Brantley. With a new, but veteran, adjunct guitar faculty (Mr. John DeChiaro) in place, numbers have again risen and are expected to climb well above the part-time level. This area is viewed as extremely valuable by the Department because of its potential to attract new students to the program, which translates into departmental growth potential, and its expansion of departmental offerings. Because of the difficulty and uncertainty in filling this as an adjunct position and the reasons mentioned previously it is recommended that the guitar position become the full-time tenure track position for fall 2005.

Signature of Department Chair __________________________ Date _______________________

Forward all forms to the dean by October 31 for review