

BOARD OF HIGHER EDUCATION
REQUEST FOR COMMITTEE AND BOARD ACTION

COMMITTEE: Academic Affairs

NO.: AAC 16-24 as
amended by AAC
04/26/2016

COMMITTEE DATE: April 26, 2016

BOARD DATE: May 3, 2016

APPLICATION OF COLLEGE OF LYNDON STATE COLLEGE TO AWARD THE BACHELOR OF ARTS IN VISUAL COMMUNICATIONS, THE BACHELOR OF SCIENCE IN COMPUTER INFORMATION SYSTEMS AND THE BACHELOR OF SCIENCE IN MUSIC BUSINESS INDUSTRY

MOVED: The Board hereby approves the Certificates of Organization of the **Lyndon State College** to offer the **Bachelor of Arts in Visual Communications, the Bachelor of Science in Computer Information Systems and the Bachelor of Science in Music Business Industry.**

Authority: Massachusetts General Laws Chapter 69, Section 30 et seq.

Contact: Patricia Marshall, Ph.D.
Deputy Commissioner for Academic Affairs and Student Success

BOARD OF HIGHER EDUCATION

May 2016

Lyndon State College Bachelor of Arts in Visual Communications, Bachelor of Science in Computer Information Systems and Bachelor of Science in Music Business Industry

INTENT

Lyndon State College (LSC), a public institution located in Lyndonville, VT, has filed a Foreign Corporation certificate seeking authority to offer the Bachelor of Arts in Visual Communications, the Bachelor of Science in Computer Information Systems and the Bachelor of Science in Music Business Industry. LSC is accredited by the New England Association of Schools and Colleges.

The proposed Bachelor of Arts in Visual Communications, Bachelor of Science in Computer Information Systems and Bachelor of Science in Music Business Industry will be offered as part of an articulation agreement between Northern Essex Community College (NECC) and Lyndon State College. Upon completing an Associate's degree at NECC, students will take an additional 33-45 LSC credits and the remainder from NECC to earn the baccalaureate degree from LSC. Courses will be offered at the NECC campus in Lawrence, MA.

The mission of LSC is to prepare every student for personal and professional success through experience-based, high-quality programs in the liberal arts and professional studies. The proposed Visual Communications program challenges students to become adept problem-solvers and to not only expand the breadth of their design, communication, and artistic techniques, but also to enrich their own personal aesthetic. The proposed Computer Information Systems program prepares students for a diverse range of employment opportunities in the computing and information technology field through hands on experience in programming along with diagnosing and solving problems related to an organization's information technology infrastructure. The proposed Music Business Industry program integrates business and music principles, offering a wider view of the professional world than can be found in most traditional performing arts programs.

The Vermont State Colleges' Board of Trustees approved the proposed partnership between LSC and NECC to offer the Bachelor of Arts in Visual Communications, Bachelor of Science in Computer Information Systems and Bachelor of Science in Music Business Industry on May 21, 2015.

INSTITUTIONAL OVERVIEW

LSC is a public institution of higher education offering graduate and undergraduate degrees in education and liberal arts. LSC was founded in 1911 as a one-year normal

school housed in the nearby Lyndon Institute. In 1944, the institution was renamed Lyndon Teachers College and was authorized to grant four-year undergraduate degrees. In 1961, the state legislature established the Vermont State Colleges system, and Lyndon Teachers College became Lyndon State College.

LSC is one of five institutions of higher education that form the Vermont State Colleges system. LSC enrolls a total of approximately 1,430 students in undergraduate and graduate programs. LSC seeks authority to award the Bachelor of Arts in Visual Communications, the Bachelor of Science in Computer Information Systems and the Bachelor of Science in Music Business and Industry. Currently, LSC is not approved to offer degrees in Massachusetts.

ACADEMIC AND RELATED MATTERS

Admission

NECC students who have completed 45 or more college-level credits toward their intended NECC degree, are candidates to graduate from their NECC Associates degree and are earning a GPA of 2.0 or higher can apply to one of the LSC degree programs offered at NECC.

Applicants to the proposed programs must provide: a completed application, official transcript from each college-level institution attended, a high school transcript showing graduation date or accepted Proof of Graduation (GED, state home study Certificate of Completion), one letter of recommendation (required only if transferring less than 15 credits), and a personal essay. LSC will waive the application fee for NECC students. Once accepted, students will be dual-enrolled at both NECC and LSC. After completing the NECC Associates degree, students will become matriculated LSC students.

Transfer credit for the approved courses in this program will be awarded if the student completed with a grade of P (for pass-fail courses) or C- or above (for letter grade courses). LSC will accept up to 90 transfer credits from NECC. LSC will recognize and honor the Mass Transfer Block as meeting the General Education Units at LSC. LSC will also recognize and accept the Northern Essex Core Academic Skills as meeting the Vermont State College Graduation Standards requirements.

Current Tuition and Fee Charges

Tuition for LSC courses offered at NECC will be charged at the Vermont resident rate valid during the year the course will be taken.

LSC in-state tuition and fees for the 2015-2016 academic year is \$12,958. For students enrolled in less than 12 credit hours, the in-state tuition for the 2015-2016 academic year is \$416 per credit hour.

Proposed Bachelor of Arts in Visual Communications Curriculum (Attachment A)

The Bachelor of Arts in Visual Communications is one of four baccalaureate degree programs housed within the Department of Visual Arts and has been offered at LSC for nearly 20 years. The curriculum is updated frequently to accommodate for the rapid change in content and technology. The Visual Arts department meets annually with an external advisory board to review the curriculum and how it aligns with industry expectations. The program prepares students for careers such as graphic designer, prepress associate, digital marketing manager, communications specialist, social media strategist, media purchaser, advertising associate, and production artist.

The curriculum is experiential based, with a senior thesis that encourages students to work with clients so as to provide real world experience. For the studio-based courses involving student projects, rubrics are used to evaluate the larger assignments and projects. The rubrics assess the verbal and visual execution of the project. For other courses, exams and homework assignments will be used to assess student progress and mastery of content. While this program does not require an internship, students are encouraged to participate in one for elective credit. Department faculty will review the internship for approval.

The LSC Academic Dean and department chairperson and will administer the degree offered at NECC. Instructional delivery for courses will be largely face-to-face, with many courses requiring instruction in a Mac lab. Some of the Business and English courses in this degree program will be taught online.

LSC will market the program to (1) those students who have already completed an Associate's degree at NECC, including pre-requisite coursework required for the Bachelor of Arts in Visual Communications, (2) those students who have completed some prerequisites for the Visual Communications program but have not yet completed their degree, (3) new incoming students at NECC who may be interested in this articulation agreement, and (4) students at other nearby community colleges. LSC anticipates that the program will attract both former and current NECC students because of limited access to corresponding four-year degree programs for students enrolled in the Associate in Arts in General Studies: Art currently offered at NECC.

PROGRAM ENROLLMENT PROJECTION

	# of Students Year 1	# of Students Year 2	# of Students Year 3	# of Students Year 4
New Full Time	0	10	12	15
Continuing Full Time	0	0	9	14
New Part Time	2	3	4	5
Continuing Part Time	0	2	4	7
Totals	2	15	29	38

Proposed Bachelor of Science in Computer Information Systems Curriculum (Attachment B)

The Bachelor of Science in Computer Information Systems (CIS) is one of two baccalaureate degree programs housed within the Department of Math and Computer Science and has been offered at LSC for nearly 25 years. The curriculum is updated frequently to accommodate for the rapid change in content and technology. A new concentration in Information Technology has recently been added to the curriculum and will be available for the Fall 2016 semester. This new concentration focuses on gaining knowledge and practical hands-on expertise to support both an organization's information technology infrastructure and the people who use it. This new concentration will be offered to students at NECC. The program prepares students for careers such as computer programmers, software engineers, or information technology professionals.

The curriculum includes a senior capstone course, in which students develop a project proposal with approval from a faculty advisor. Students will meet with their advisor on a regular basis throughout the semester to discuss problems, progress, and next steps. Students are required to present their final project to their peers and faculty.

The CIS program requires a 6 credit internship. Students will work with the LSC Career Services Director who will collaborate with NECC's Internship Program for internship placement. Students will develop a contract with a site supervisor and faculty advisor. Bi-weekly reports are required to be submitted and reviewed by the site supervisor and faculty advisor. In addition, midterm and final reports are also produced and used in the assessment to produce a final course grade.

The LSC Academic Dean and department chairperson and will administer the degree offered at NECC. Instructional delivery for courses will be both traditional face-to-face instruction and hybrid courses. The majority of courses will meet in computer laboratories that already exist at the NECC Lawrence campus.

LSC will market the program to (1) those students who have already completed an Associate's degree at NECC, including pre-requisite coursework required for the BS in CIS, (2) those students who have completed some prerequisites for the CIS program but have not yet completed their degree, (3) new incoming students at NECC who may be interested in this articulation agreement, and (4) students at other nearby community colleges. LSC anticipates great interest in this program because of limited access to reasonably affordable baccalaureate CIS programs in the greater Lawrence area.

PROGRAM ENROLLMENT PROJECTION

	# of Students Year 1	# of Students Year 2	# of Students Year 3	# of Students Year 4
New Full-Time	15	30	36	45

Continuing Full-Time	0	13	27	34
New Part-Time	3	7	11	15
Continuing Part-Time	0	3	9	17
Totals	18	53	83	111

Proposed Bachelor of Science in Music Business Industry Curriculum (Attachment C)

The Bachelor of Science in Music Business Industry (MBI) is housed within the Department of Music and Performing Arts and has been offered at LSC for 10 years. The MBI program has experienced significant growth since inception with current enrollment at about 130 students.

The MBI program provides students with the opportunity to translate their love of music into a personally meaningful career that can provide a financially stable and artistically rewarding life. The program equips students to meet the demands of the contemporary industry through creative and supportive use of curriculum, technology, and industry partnerships. Depending on the chosen concentration, students become familiar with industry concerns such as contract negotiations and copywriting, talent, venue and event management, radio station operations and management, studio production and audio engineering, and music theory and composition. The MBI program will prepare students for careers such as recording studio engineer, live sound engineer, artist manager, venue/event manager, tour manager, talent buyer, booking agent, music marketing coordinator, and artist entrepreneur.

The MBI program requires a 6 credit internship. Students will work with the LSC Career Services Director who will collaborate with NECC's Internship Program for internship placement. Students will develop a contract with a site supervisor and faculty advisor. Bi-weekly reports are required to be submitted and reviewed by the site supervisor and faculty advisor. In addition, midterm and final reports are also produced and used in the assessment to produce a final course grade.

The LSC Academic Dean and department chairperson will administer the degree offered at NECC. Instructional delivery for courses will be almost exclusively face-to-face, with class capacity is no larger than 20. Many courses require instruction in a Mac lab.

LSC will market the MBI program to (1) those students who have already completed an Associate's degree at NECC, including pre-requisite coursework required for the BS in MBI, (2) those students who have completed some prerequisites for the MBI program but have not yet completed their degree, (3) new incoming students at NECC who may be interested in this articulation agreement, and (4) students at other nearby community colleges. LSC anticipates that the program will attract both former and current NECC students because of limited access to corresponding four-year degree programs for

students enrolled in the Associate in Arts in General Studies: Music currently offered at NECC.

PROGRAM ENROLLMENT PROJECTION

	# of Students Year 1	# of Students Year 2	# of Students Year 3	# of Students Year 4*
New Full-Time	0	10	12	15
Continuing Full-Time	0	0	9	10
New Part-Time	5	5	5	5
Continuing Part-Time	0	4	7	10
Totals	5	19	33	40

RESOURCES AND BUDGET

Faculty and Staff

LSC has three full-time tenured faculty, four part-time tenured faculty and seven part-time non-tenured faculty teaching in the proposed programs. Additional part-time faculty will be hired to teach in the programs. LSC anticipates that the part-time faculty will be hired from the greater Lawrence, MA area. NECC personnel are committed to helping LSC find qualified part-time faculty.

A full-time LSC Site Director will be located on the NECC Lawrence campus in the Advising Resources area and will administer many of the requisite services for LSC students including, but not limited to advising, registration, billing, and financial aid. The Site Director will directly report to the LSC Academic Dean and will have full access to technological resources that are used in student services on the LSC campus in Vermont. LSC also expects to hire an additional staff member to assist the Site Director. NECC has offered staff assistance during the early stages of the degree programs.

Facilities, Library and Information Technologies

The proposed Visual Communications and MBI programs will require instruction in traditional classrooms and in a Mac lab. In addition, specialized audio production software will need to be installed in the lab for the MBI program. The CIS degree will require instruction in traditional classrooms and in a PC lab. During the initial start up of the programs, LSC will rent existing space and facilities from NECC.

Once enrollments grow to sufficient size, LSC will enter an agreement with Higher Education Partners (HEP) who will build out classroom and office space for all three LSC programs. HEP owns a building on campus with an entire floor that is designated for build out for Lyndon and another institution that plans on offering health related degrees at NECC.

LSC students at NECC will have full library privileges at NECC and at other libraries that NECC has agreements with. LSC students at NECC will be granted the same access and privileges to library physical space, rights to collections, and remote access to services and resources. LSC faculty will be able to make use of the Course Reserves section, consistent with the Course Reserves policy at NECC.

LSC students at NECC will have access to the same online resources as if they were in residence at the LSC Vermont campus.

Fiscal (Attachment D)

The institution submitted a cumulative multi-year budget for all three programs (CIS, MBI, and Visual Communications). A cumulative budget is presented as many of the one time and continual expenses are tied to all three degree programs.

Not included in the projections for LSC are the incremental revenues for NECC. Because the baccalaureate degree completion program is a combination of courses offered by LSC and NECC, NECC will have significant additional student revenue.

EXTERNAL REVIEW AND INSTITUTIONAL RESPONSE

The proposed program was reviewed by a committee comprised of faculty members: Maria R. Altobello, M.B.A, A.L.M., Ed.D., Dean of the College of Graduate and Professional Studies, Franklin Pierce University; William DiCosimo, M.M., BM Music Industry Major Program Coordinator, Setnor School of Music, Syracuse University; and Kristina Lamour-Sansone, M.F.A., Chair of Design and Associate Professor, College of Art and Design, Lesley University.

The committee reviewed LSC's written proposal submitted to the Massachusetts Department of Higher Education to offer the proposed degrees and directly communicated with College administration and staff during a conference call held on January 8, 2016. Additional documents were also provided to the committee by the College at this time.

The committee reviewed the institution's ability to offer and support the proposed programs in the context of its faculty, equipment, financial organization, leadership and other factors as mandated by standards currently utilized by the *Independent Institutions of Higher Education Standards, 610 CMR 2.07*. For this review, the appropriate criteria found within the 610 CMR 2.07 standards include: mission; planning and evaluation; organization and governance; academic programs and instruction; faculty; student services; financial resources; public disclosure; physical resources; library and information resources; and additional criteria for out-of-state institutions operating in Massachusetts.

The visiting committee commended LSC for the development of a partnership with NECC on three proposed programs. The committee concluded that the degree programs may provide students with the opportunity to extend both their academic and experiential training, allowing them to be fully prepared to enter the job marketplace. In addition, the visiting committee made the following recommendations:

- *Strive to have more than one full time faculty teaching within each degree program, so students have more stability with faculty on the ground.*
- *Edit syllabi prior to making them available to students. There are many typographic errors.*
- *LSC should consider developing a technology plan in conjunction with NECC to address the needs for replacement and upgrade of both hardware and software.*
- *Broaden your library resources to include a makerspace.*

Specific to the proposed Bachelor of Arts in Visual Communications, the committee made the following recommendations:

- *Make explicit the benefits of pursuing a Bachelor of Arts degree versus a Bachelor of Fine Arts and its respective benefits related to career outcomes.*
- *Include more Web- and screen-based design literacies in addition to the ART 250 Web Design course in the Visual Communications program given the need to understand screen-based visual communications today.*

Response

The institution responded thoroughly and substantively to the visiting committee concerns, providing the following specific responses:

- *LSC supports the recommendation and anticipates hiring more full-time faculty as program enrollments grow.*
- *LSC will make sure that faculty review their syllabi for clarity, including a spell check to ensure typographical errors are removed.*
- *LSC clarified that as it and NECC formulate plans for the creation of a Mac lab to be used by the Visual Communications and MBI programs, a four-year*

replacement cycle will be built into the budget to ensure the facility is current and meets the instructional needs of students and faculty.

- *Plans to develop a library makerspace at NECC have been proposed and discussed. Space in the Dimity building on the Lawrence campus has been identified and discussions to develop the makerspace will continue along with identifying potential sources of funding.*
- *LSC will make sure to effectively communicate the benefits of pursuing a Bachelor of Arts degree versus a Bachelor of Fine Arts and its respective benefits related to career outcomes to prospective and current students through academic advising and in print and web materials related to the Bachelor of Arts in Visual Communications.*

In addition to graphic and web design coursework, the Bachelor of Arts in Visual Communications requires courses in writing and marketing that prepare students for a wider range of careers in graphics arts, advertising, and communications. Students can also take a larger selection of liberal arts courses that provide wider context for visual communications. BFA programs in Graphic Design are very specialized with limited career placements in graphic design and web design positions.

- *The upper-level curriculum provides many opportunities for visual problem solving using web media and design digital devices. In addition, students will be taking more coursework in writing for digital campaigns. Specific courses that address web and screen--based design literacy are:*
 - *ENG 3080 Strategic Media Communications*
 - *BUS 3272 Social Media Marketing*
 - *DES 3110 Motion Graphics II*
 - *DES 4020 Advanced Typography*
 - *ART 4611 Senior Thesis (varies based on thesis topic)*
 - *Elective courses:*
 - *DES 4950 Design Portfolio (build a portfolio web site)*
 - *DES 4050 Designing for Social Media*

After reviewing the institution's response, staff determined that the institution responded substantively to the committee's recommendations and meets the minimal standards contained in 610 CMR 2.07 required for Board approval.

PUBLIC HEARING

The required public hearing was held on March 30, 2016, at the Department of Higher Education, located at One Ashburton Place in Boston, Massachusetts. No objections to the petition were presented.

STAFF ANALYSIS AND RECOMMENDATION

After a thorough evaluation of all documentation submitted, Department staff is satisfied that the proposal of Lyndon State College to award the Bachelor of Arts in Visual Communications, the Bachelor of Science in Computer Information Systems and the Bachelor of Science in Music Business Industry meets the requirements set forth in 610 CMR 2.07 in the Degree Granting Regulations for Independent Institutions of Higher Education. Staff recommendation is for approval.

ATTACHMENT A: VISUAL COMMUNICATIONS CURRICULUM

Bachelor of Arts in Visual Communications

BACHELOR OF ARTS IN VISUAL COMMUNICATIONS with a Concentration in Graphic Design & Advertising

*LSC courses are highlighted in yellow *Required (Core) Courses in the Major (Total # courses required = 13)*

<i>Course Number</i>	<i>Course Title</i>	<i>Credit Hours</i>
ART 109	Two Dimensional Foundations	4
ART 111	Drawing I	4
ART 121	Introduction to Film Photography	3
ART 140	Computer Graphics	3
ART 141	Digital Imaging I	3
ART 142	Typography	3
ART 143	Publication Design	3
ART 222	Studio Lighting	3
ART 250	Web Design	3
ART 253	Motion Graphics	3
MKT 210	Principles of Marketing	3
ENG 2085	Public Relations, Advertising, and Marketing	3
ART 4611	Senior Thesis I	3

	Sub Total Required Credits	41
CONCENTRATION IN GRAPHIC DESIGN & ADVERTISING		
ART 105 or 107	Art History Renaissance to Present or International Art Experience	3
DES 3111	Print Production	3
DES 3150	Package Design	3
BUS 3272	Social Media Marketing	3
Select (2) courses from the following:		
BUS 3160	Sales Management and Selling	3
DES 4020	Advanced Typography	3
ENG 3080	Strategic Media Communications	3
	Sub Total Required Credits	18
Select (12) credits of LSC electives at the 3000 or 4000 level (with advisor approval)		
DES 3110	Motion Graphics II (recommended)	3
DES 4950	Designing a Portfolio (recommended)	3
	Any combination of 3000 or 4000 level courses at Lyndon State College	
	Sub Total Required Credits	12
Elective Courses (Total # courses required = varies)		
Students must have a total of 120 credits. The number of required elective credits is 15. Students are encouraged to select electives which round out their career interests.		
	Sub Total Required Credits	15
General Education Courses (Total # courses required = 11)		
Indicate Distribution of General Education Requirements Below Attach or Insert Link to List of General Education Offerings (Course Numbers, Titles, and Credits)		# of Gen Ed Credits
Behavioral and Social Sciences (courses may be in either subject area)		9
Humanities and Fine Arts (Courses may be in either subject area)		9
Natural or Physical Science (Must include at least one course with a lab)		7
English Composition/Writing		6
Mathematics/Quantitative Reasoning		3
	Sub Total General Education Credits	34

Curriculum Summary	
Total number of courses required for the degree	Varies
Total credit hours required for degree	120
Prerequisite, Concentration or Other Requirements: A total of 33 credits must be from Lyndon for the BA degree in Visual Communication.	

	Lyndon Core	NECC Core	Lyndon Concentration	NECC Concentration	Electives	GEU	Total
BA in Visual Communications, with a concentration in Graphic Design & Advertising	6	35	15	3	27	34	120

ATTACHMENT B: CIS CURRICULUM

Bachelor of Science in Computer Information Systems

*LSC courses are highlighted in yellow

<i>Required (Core) Courses in the Major (Total # courses required = 28)</i>		
<i>Course Number</i>	<i>Course Title</i>	<i>Credit Hours</i>
CIS 112	Integrated Computer Application	4
CIS 113	Database Management	4
CIS 114	Help Desk and Soft Skills	3
CIS 115	Information Security	4
CIS 121	Introduction to Operating System	4
CIS 130	Web Development I	4
CIS 140	Introduction to Computer Science	4
CIS 141	Computer Science I (prereq for CIS 240)	4
CIS 210	Advanced Database Management	4
CIS 240	C++ Programming	4
CTN 110	Introduction to Information Technology (prereq for CIS 112)	3
CTN 201	Networks I	3
MGT 201	Principles of Management	3
BUS 2080	Organizational Behavior and Communications in Business	3
CIS 2112	Computer Hardware & Organization	3
CIS 2850	System Administration Essentials	4
CIS 2279	Introduction to Perl Programming	1
CIS 2290	Introduction to Python	1
CIS 3120	Programming Internet and Web Applications Part II	3
CIS 4060	Advanced Web Tools	3
CIS 4120	Sys Analysis & Design	3
CIS 4810	Internship in Computer Science	3
CIS 3750	Cloud Computing	4
CIS 4040	Computer Security	3
CIS 4330	Advanced Networks	4
CIS 4350	Advanced Computer Security	4
CIS 4950	CIS Capstone	3

MAT 2210	Sets, Logic, and Proof	3
Sub Total Required Credits		93
Elective Courses (Total # courses required =varies)		
Students must have a total of 120 credits. The minimum number of required elective credits is 0. Students are encouraged to select electives which round out their career interests.		
Sub Total Required Credits		0
General Education Courses (Total # courses required = 11)		
Indicate Distribution of General Education Requirements Below Attach or Insert Link to List of General Education Offerings (Course Numbers, Titles, and Credits)		# of Gen Ed Credits
Behavioral and Social Sciences (courses may be in either subject area)		9
Humanities and Fine Arts (Courses may be in either subject area)		9
Natural or Physical Science (Must include at least one course with a lab)		7
English Composition/Writing		6
Mathematics/Quantitative Reasoning		3
Sub Total General Education Credits		34
Curriculum Summary		
Total number of courses required for the degree		39
Total credit hours required for degree		127
Prerequisite, Concentration or Other Requirements: A total of 45 credits must be from Lyndon for the BS degree in CIS.		

	Lyndon Core	NECC Core	Electives	GEU	Total
BS in CIS	45	48	0	34	127

ATTACHMENT C: MBI CURRICULUM

Bachelor of Science in Music Business Industry

*LSC courses are highlighted in yellow

<i>Required (Core) Courses in the Major (Total # courses required = 15)</i>		
<i>Course Number</i>	<i>Course Title</i>	<i>Credit Hours</i>
BUS 101 or MGT 201	Intro to Bus or Principles of Mgt	3
BUS 211	Business Law	3
COM 115	Intro to Mass Communication	3
HIS 253	History and Film	3
MUS 177*	Applied Music: Percussion I	1
MUS 178*	Applied Music: Percussion II	1
MUS 121	Music Theory I	3
MUS 277*	Applied Music: Percussion III	1
* MUS 177, 178, and 277 can be replaced by taking 3 credits total of any combination of applied music courses (lessons)		
MBI 1360	Intro to the Music Industry	3
MBI 3210	Music Publishing	3
MBI 4220	Entrepreneurship in the Music Industry	3
MBI 4720	Professional Development Seminar	3
MBI 4810	Music & Performing Arts Internship	6
MUS 2410	Collaborative Creativity in Music	2
MUS 3350	Music of the Americas	3
	<i>Sub Total Required Credits</i>	47
<i>Students must select one (1) concentration</i>		
Option 1: MUSIC & SELF PROMOTION CONCENTRATION		
MKT 210	Principles of Marketing	3
MUS 116	Aural Skills II	3
MUS 122	Music Theory II	3

MUS 141	Performance Workshop I	1
MUS 142	Performance Workshop II	1
MUS 151*	Ensemble: Chorus I *(or any ensemble)	1
MUS 152*	Ensemble: Chorus II *(or any ensemble)	1
MUS 223	Music Theory III	3
MUS 243	Performance Workshop III	1
MBI 2420	Artist Management & Development	3
MUS 2070	Basic Songwriting	3
MUS 3055	Rock & Roll: Form & Style	4
Select (9) credits of LSC electives at the 3000 or 4000 level (with advisor approval)		
	Any combination of 3000 or 4000 level courses at Lyndon State College	9
	Sub Total Required Credits	36
Option 2: MANAGEMENT CONCENTRATION		
ACC 101	Introductory Accounting	3
ACC 102	Introductory Accounting II (counts as ACC 2121 Financial Accounting)	3
MBI 2420	Artist Management & Development	3
MBI 3310	Event Management & Promotion	3
BUS 3240	Global Buisness	3
MBI 3330	Venue Management	3
Select (3) credits of LSC electives at the 3000 or 4000 level (with advisor approval)		
	Any combination of 3000 or 4000 level courses at Lyndon State College	3
	Sub Total Required Credits	21
Option 3: AUDIO PRODUCTION CONCENTRATION		
MUS 128	Audio Recording I	3
MUS 129	Audio Recording II	3
MUS 211	Music Technology: Sound	3
MBI 2180	Studio Production and Maintenance	3
MBI 3170	Recording & Post-Production Techniques	3
MBI 3220	Advanced Audio Production	3
MBI 4040	Audio Perception and Psychoacoustics	3
PHY 2010	Introduction to Electricity and Electronics	4

MBI 3180	Live Sound Reinforcement	3
	Sub Total Required Credits	28
Elective Courses (Total # courses required = varies)		
The number of electives required varies depending on the choice of concentration. Students must have a total of 120 credits. The number of elective credits ranges from 9 to 17. Students are encouraged to select electives which round out their career interests.		
	Sub Total Required Credits	9 to 17
General Education Courses (Total # courses required = 11)		
Indicate Distribution of General Education Requirements Below Attach or Insert Link to List of General Education Offerings (Course Numbers, Titles, and Credits)		# of Gen Ed Credits
Behavioral and Social Sciences (courses may be in either subject area)		9
Humanities and Fine Arts (Courses may be in either subject area)		9
Natural or Physical Science (Must include at least one course with a lab)		7
English Composition/Writing		6
Mathematics/Quantitative Reasoning		3
Sub Total General Education Credits		34
Curriculum Summary		
Total number of courses required for the degree		Varies
Total credit hours required for degree		120
Prerequisite, Concentration or Other Requirements: A total of 38 to 42 credits must be from Lyndon for the BS degree in MBI.		

	Lyndon Core	NECC Core	Lyndon Concentration	NECC Concentration	Electives	GEU	Total
Option 1	23	18	19	17	9	34	120
Option 2	23	18	15	6	24	34	120
Option 3	23	18	19	9	17	34	120

ATTACHMENT D: BUDGET

Lyndon and NECC Collaboration Preliminary Projection						
	Start Up	2016-2017	2017-2018	2018-2019	2019-2020	2020-2021
Revenue and Student Statistics						
Student headcount (entrants and retention)						
Full time		15	63	104	130	169
Part time		10	24	41	60	70
Total projected heads		25	87	145	190	239
Rate per course (assume 3 credits)						
LSC		1,248	1,285	1,324	1,364	1,405
NECC						
Number of NECC courses		20	29	36	43	49
Number of LSC courses		9	30	40	43	50
LSC course enrollments		88	390	641	770	995
LSC tuition revenue		109,824	501,150	848,684	1,050,280	1,397,975
Bookstore Commission		594	2,633	4,327	5,198	6,716
LSC fee revenue		2,200	9,750	16,025	19,250	24,875
Total revenue	0	112,618	513,533	869,036	1,074,728	1,429,566
LSC Expenses						
<i>Direct expenses</i>						
Faculty per course (3 credit)		5,099	5,252	5,410	5,572	5,739
Total faculty cost		45,891	159,311	216,400	239,596	286,950
Course fee expense		2,200	9,750	16,025	19,250	24,875
Office and other expense	5,000	5,000	5,000	5,100	5,202	5,306
Disability accommodations		250	250	250	250	250
Rental Costs		22,000	49,320	50,800	78,486	80,841
Site coordinator	64,167	98,688	101,649	104,698	107,839	111,074
Staff support				71,250	73,388	75,590

NECC provided services		2,640	11,700	19,230	23,100	29,850
Accreditation	25,000	1,000	1,000	1,000	1,000	1,000
Library materials		0	0	1,000	1,030	1,061
Insurance		2,000	2,000	2,000	2,000	2,000
Marketing/recruiting	15,000	38,000	30,000	30,600	31,212	31,836
subtotal LSC	109,167	222,768	375,232	523,763	587,925	656,372
<i>Indirect expenses</i>						
LSC (5% -10% phased)		0	18,762	31,426	41,155	52,510
Total expenses	109,167	222,768	393,994	555,189	629,080	708,882
Net revenue LSC	(109,167)	(110,150)	119,539	313,847	445,648	720,684
Cumulative Net	(109,167)	(219,317)	(99,778)	214,069	659,717	1,380,401

Detail on Selected Budget Lines

- Enrollment numbers are built from entering student assumptions that start with 15 full time entrants in the first year plus 10 part time, growing over the course of the next four years to 100 and 25 respectively. The entrant assumptions are overlaid with retention assumptions to produce the headcount numbers on the top lines of the budget projection.
- Tuition for LSC courses is charged at the in state Vermont rate. Course fees were assumed to average \$50 per course. The tuition rates in future years are not yet known. The assumption is that next year's rates equal the current year (no increase) and thereafter increase by 3% per year.
- In order to provide an appropriate array of courses to support the major, we assumed that LSC would offer 10 courses in year 1 increasing to 49 by the fifth year. This assumption was based on an estimated distribution of courses and enrollment by program. Over the same period, students would also be enrolled in NECC courses to complete their load and their degree requirements. An enrollment cap of 20 was used for this calculation.
- Instructional costs were estimated using the Vermont State Colleges Faculty Federation rates and applicable taxes.
- LSC has hired a dedicated site director. The expenses for this line include salary, full benefits, and applicable taxes. Additional staff support is budgeted when enrollment reaches 150 and again at 300 (the year after the projected budget stops). Not included in these expenses are the cost of having a program coordinator at Lyndon and the costs of having faculty advisors through the college. These costs are borne by the home campus.
- Students will receive certain support services from NECC. The negotiated rate is \$5 per credit for the student activity fee and \$5 per credit for other services excluding disability services which will be on a "pay as we go" basis from LSC to NECC. The importance to our students of this structure is that NECC is already providing "one

stop” student support with which our students will be completely familiar. Continuing that support structure into the LSC program further integrates the student experience in a seamless transition from their associate degree program to the baccalaureate.

- Accreditation is an upfront cost. The filing fees in MA are high and this line reflects the impact of that investment. Going forward the costs will be much lower.
- The marketing line includes traditional marketing costs as well as the expense of creating web sites, course catalogs, admissions materials, etc.
- The library materials line reflects only the incremental materials that will need to be purchased for the Lawrence campus. Because we are offering existing programs, the Lyndonville campus already possesses the appropriate materials, most of them in electronic format. The library allowance provides for an expansion of our use licenses to cover Lawrence students and for the purchase of materials uniquely found in physical format.
- While this cohort of LSC students will be in Lawrence, MA, and not in Vermont, serving them will increase costs at the home campus. We’ve put in an allowance of 10% for this, phasing it in as enrollment grows. This will ensure that as enrollment grows, we have the funds to increase the home campus support for them.
- Net revenue is show annually and cumulatively. The significant amounts in the outer years show the capacity to make additional investments in program.