

Santa Rosa Junior College

Program Resource Planning Process

Theatre Arts & Fashion 2024

1.1a Mission

Department of Theatre and Fashion

The Department of Theatre and Fashion consists of two exceptional programs: our yearly academic program, **Theatre Arts**, and the vibrant **Fashion Studies** program, now located on the Petaluma campus. Together, these two programs serve a wide range of students in their academic and career goals, as well as providing dynamic cultural enrichment for the college community and all of Sonoma County.

Spring 2023, our highly successful and 50+ year old, professional training program, **SRT (Summer Repertory Theatre Festival)**, was put on hiatus, which is a huge loss for our students, college, and community.

Mission of Theatre Arts Department

SRJC Theatre Arts Department takes pride in our ability to work closely with our students, offering a nurturing environment on a beautiful, friendly campus. The department provides training by expert instructors with an impressive range of theatrical experience. It is our philosophy that training in the performing arts develops imagination, critical thinking, problem solving, and communication skills that prepare students for all fields.

SRJC Theatre Arts Department fosters a profound awareness of cultural diversity, and we have a deep commitment to individual education, self-worth, and training. Our focus is educating and training students to be skilled and motivated professionals in theatre. We offer five career certificates, two Majors, and opportunities to perform in numerous main stage and showcase productions. Major productions are staged on the Burbank Main Theatre and the intimate Studio Theatre.

All faculty and staff members are dedicated to the highest standards of academic and occupational training. We have a long-standing commitment to provide programs of cultural enrichment for the student and the community. Our season of plays and musicals is selected to realize an academic goal by integrating production skills in a collaborative, experiential environment suitable for all areas of specialization.

Mission of Fashion Studies Program

The Fashion Studies Program offers Certificate Programs and AA degrees in Fashion Design and Fashion Fundamentals. Completion will qualify the student for entry-level employment and apprenticeships in fashion design and apparel production. Many graduates are working for local manufactures and designers throughout California and across the country.

1.1b Mission Alignment

The Theatre Arts yearly program within the Department of Theatre and Fashion aligns directly with the college's mission and strategic plan in the following ways:

- **"cultivating a welcoming and antiracist environment, centered on social responsibility and cultural awareness."**

Theatre Arts season of plays is chosen to be culturally responsive, to include plays by artists of color and to reflect diverse and underrepresented populations. An example of this would be the Fall 2022 production of "Stand and Deliver." We hired a cultural advisor (an alum) and a Latinx dialect coach. Three of the student designers were artists of color. The department conducted extensive outreach to the Latinx population, including Adelante, MECha, Puente, Roseland University Prep and other local high schools, which resulted in a cast of diverse actors and numerous student groups attending the production (some at no cost to the student or their program).

Spring 2022, we produced "The Curious Incident of the Dog in the Night-Time," which focusses on a neuro-diverse leading character. The actor who played the role was neuro-diverse, as were several other cast members. We brought in specialists from Disability Resources to speak to the cast and crew and held post-show discussion.

In addition, each Fall semester, Theatre Arts offers THAR 6 Multicultural Perspectives in American Theatre, which focusses on the theatrical traditions and dramatic literature of African American, Latinx, Asian American, Native American, and Arab American artists.

Pre-pandemic, Theatre Arts regularly attended the Kennedy Center/American College Theatre festival. We plan to do so again in Spring 2024. The department encourages the inclusion of students from underrepresented groups for whom this outstanding regional festival can be life-changing.

A goal for Fall 2023 is to review our department mission statement and statement of inclusion to ensure equitable access.

- **"lower division academic education, to support transfer to four-year institutions"**

Theatre Arts offers over 30 different courses, nearly all of which are transferable to both the CSU and UC systems. While transfer numbers vary from year to year, Theatre Arts students successfully transfer to four-year institutions every year, both in California and to public and private programs elsewhere in the country.

We offer an AA and AA-T.

The yearly program also has strong participation in our courses from students majoring in other disciplines. Those students directly apply the skills and knowledge that they gain in Theatre Arts courses to their chosen field and credit those courses with strengthening their overall education as they prepare for transfer.

Theatre Arts also offers three excellent general education courses (THAR 1, 2, 6), which serve students from a broad spectrum of disciplines every semester.

- **"career and technical education, to support economic development and job growth "**

Theatre Arts offers five Certificates of Achievement in the areas of Theatre Management, Acting, Stagecraft, Makeup, and Costuming. Until it was put on hiatus, SRT offered two additional certificates in Repertory Theatre. The Theatre Arts Certificate Advisory Board was finalized spring 2015 and the first meeting was held on March 30, 2015.

These certificate programs provide students with the educational and training foundation that they will need to qualify for entry level jobs in their selected area of emphasis.

In addition, some certificate students will capitalize on the education and training they receive at SRJC to successfully apply to highly competitive professional training programs - programs for which they would not have been able to qualify prior to completing their certificate program in Theatre Arts.

Past certificate students are working for theatres, performing arts venues, and related businesses throughout Sonoma County and further afield. Others have gone on to professional training programs such as Circle in the Square in New York, American Musical and Dramatic Arts Academy in Los Angeles, and Pacific Conservatory of the Performing Arts in Santa Maria, CA. Here at home, many of our certificate students have participated in at least one summer of SRT, which was our professional training program, as they prepare to enter the professional world; the certificate programs enable them to raise their skills to the level where they qualify for that highly competitive program as well.

- **"student and academic support services"**

While Theatre Arts is an academic program, due to the highly public nature of our production program we also provide a cultural student service to the entire student population of SRJC. Theatre Arts has a long-standing relationship with Associated Students and participates actively in the building of a positive learning community. With our productions, we also have a long-standing commitment to outreach and collaboration with other discipline areas.

Theatre Arts faculty and staff also provide ongoing mentoring and subject-specific advising for our students. Due to the complex nature of our field, it is often difficult for counselors to navigate the variables that students may encounter when considering Theatre Arts as their chosen field of student and future career area. Therefore, we strive to supplement the work of academic counselors, collaborating with Counseling faculty whenever possible so that students receive the best level of support and guidance.

Fashion Studies - Refer to Fashion Studies PRPP

1.1c Description

Department of Theatre and Fashion

Theatre Arts

Theatre Arts is an academic department, a career training program, and a thriving theatre company producing four shows each year.* The program provides courses and instruction that serve four groups of students:

- **Theatre Arts Transfer Majors:** Theatre Arts currently offers two majors. The Theatre Arts AA debuted in Fall 2011 and is being retained for students transferring to a UC or those not intending to transfer. The Theatre Arts TMC (Transfer Model Curriculum) major was approved in Spring 2014 and is for students intending to transfer to a CSU. Theatre Arts will be working with the Articulation Officer to establish additional articulation agreements throughout the state, as well as submitting additional courses for C-ID designation.
- **Career and Technical Training Students:** Theatre Arts offers five Career Education Certificates: Acting, Stagecraft, Costuming, Makeup, and Theatre Management. Each of these certificate programs are geared toward professional theatre and the entertainment industry, preparing students for entry level jobs and application to competitive professional training programs.
- **General Education Students:** Our GE transferable lecture classes (THAR 1, THAR 2, and THAR 6) introduce students throughout the college to the history, literature, and artistic aspects of the theatre. **GE Transfer:** THAR 6 (Multicultural Perspectives in American Theatre) was approved Fall 2010 to meet UC Berkeley's American Cultures breadth requirement. THAR 1 and 2 are both included in the Arts and Humanities Major. THAR 1 was approved Spring 2012 for Area H (Global Perspectives) of the local Associates of Arts.
- **Students in Other Fields:** Students from throughout the college participate in Theatre Arts courses and productions as a means of expanding their educational experience and acquiring translatable skills that will serve them well, regardless of their chosen field. Examples include Nursing students who take acting courses to hone communication skills; Interior Design students who take theatre lighting and set design courses to enhance their interpretations of environments; future K-12 teachers who take

Introduction to Properties and learn creative skills that can be applied to the development of classroom projects for their own students.

High Quality and Affordable Public Performances

The program produces an outstanding season of **four-five* productions, two showcase productions, and one dance concert** each year that are open to and presented for the department, the campus community, and residents of the North Bay. Selection of shows reflect the Theatre Arts Department's commitment to educational and cultural diversity, as well as sensitivity to the cultural needs of the local community. For instance, the season always includes a family-friendly show, which runs over the Thanksgiving weekend.

The Theatre Arts Department offers \$5.00 tickets to all county high school theatre students and ESL students, free tickets to all SGA Cub Card members, and discounted tickets to all SRJC administrators, faculty, classified staff, and STNCs. In response to the economic crisis, the program has continued to offer one bargain performance for each production. This has proved very successful with young people, families, and retirees.

During the five years prior to our temporary relocation during the Burbank remodel, the Theatre Arts production season had shown increased ticket sales each year. However, we moved out of Burbank just one week before the devastating wildfires in October 2017. As a result of that tragedy, we lost most of the run of our first production that year. While ticket sales continued to be fairly strong during our two seasons producing musicals at Maria Carrillo High School and non-musicals in Newman Auditorium on the Santa Rosa campus (2017-2018 and 2018-2019), our revenue did not match that of the years prior to moving out of Burbank. As a result, we used a good portion of our contingency fund during that period to help fund our productions.

Unfortunately, Burbank was not completed as scheduled, so we had to produce an additional semester away from campus in Fall 2019. Luckily, our production of *The Sound of Music*, performed in Persons Hall at Sonoma State University, was very well received and helped to start replenishing our production funds. We moved back into Burbank in January 2020 and celebrated the reopening of the beautiful remodeled building with a sold-out production of *The Cripple of Inishmaan* in March 2020. However, by that point the Covid pandemic was looming and that production was closed after just four performances. Our spring musical, *The Wedding Singer*, was cancelled and our faculty spent that Spring Break learning how to teach the theatre arts via Zoom.

We continued to find unique ways to keep our classes going online in 2020-21 and proudly produced four Zoom productions: *Agatha Christie's Murder on the Orient Express*; an original musical adaptation of *It's a Wonderful Life*; *She Kills Monsters: Virtual Realms*; and a timely student-created production, *overcome*. While the first online production's ticket sales were fairly similar to in-person productions, the novelty of online performances quickly began to wane, and so did our ticket sales. Fall 2021 brought the much-anticipated return to in-person instruction, but in-person productions were not yet allowed by the District. Since a number of local theatres had begun to perform in person, we chose not to continue our online productions that semester. Instead, we began to prepare for our spring productions, which were successfully performed to limited capacity audiences in Spring 2022.

The 2022-2023 season was our first full season in Burbank since fall 2017. We have seen a tremendous increase in student interest, which included 97 students auditioning for our spring 2023 productions. Ticket sales have been strong, but not yet returned to pre-pandemic levels, so revenue is, once again, down. In addition, we lost online tickets sales during opening week of our spring play *Gloria* due to a security breach in our online ticketing site. And we lost two performances of our spring hit *The Addams Family* due to illness.

** Due to the economic downturn and budget cuts, the Theatre Arts season was reduced to four productions in 2011 as a temporary measure. The program hoped to reinstate the fifth show in 2016, possibly as an evening of one-act plays directed by students. However, continuing schedule reductions, along with the devastating impact of the regional wildfires and COVID, have delayed that reinstatement.*

Campus and Community Collaboration

Theatre Arts has a long-standing commitment to coordinating its season selection and individual productions with other departments and programs within the college, as well as guest artists and organizations throughout the community.

Examples of recent collaborations include:

- *Gloria* - rehearsals incorporated guest lecturers Chief Brownlee and Psych Services Manager, Bert Epstein to discuss gun violence, safety and mental health.
- *Stand and Deliver* - outreach to Adelante, MEChA, ESL, Puente resulting in a record number of student groups attending and instructors incorporating the script into their curriculum. The production was dedicated to esteemed math teacher Professor Roberto Ramirez and we held an opening night celebration in his honor.
- *The Curious Incident of the Dog in the Night-Time* - a collaboration with advisor, Kim Starke, and Disabilities Resources Department in an after-show panel discussion about Neurodiversity with students from Anova Center of Education.

Past collaborations include:

- *American Night: The Ballad of Juan Jose* - offered a free, day time performance for 350 local high school and ESL students. HSI, BSI, MEChA and other campus groups met the students pre-show for recruitment purposes.
- *Distracted* - a collaboration with Disabilities Resources Department in an after-show panel discussion about Attention Deficit Hyperactivity Disorder.
- *A Few Good Men* - worked with student veterans from all four areas of the military as production advisors.
- *Our Town* - included a pre-show of songs inspired by the show's themes, performed by the local music group Take Jack.
- *Big Love* - a collaboration with choreographer and SRJC alumnus Melecio Estrella, company member with Project Bandaloop in San Francisco.
- *Pride and Prejudice* - selected as the Work of Literary Merit for the English Department; the production was the culminating event in a semester-long series of presentations relating to Jane Austen's novel.

- *Electricidad* - Latino faculty and staff served as advisors; cast members interviewed on the Latino radio show on KPFA and led an acting workshop for at-risk youth at the Arts and Ethics Academy.
- *The Miracle Worker* - collaboration with the DRD Department and the ASL Department; incorporation of sign actors into the production

Theatre Arts faculty regularly collaborate with other faculty throughout the college in regard to the development of study units and guest lectures. Theatre Arts faculty are often invited to speak to classes and college groups.

A Commitment to Expanding Educational Experiences

ACTF

The Theatre Arts Department is an active participant in the Kennedy Center American College Theatre Festival program. This national college-level theatre education program provides students with the opportunity to interact with artist-educators from throughout the region and to participate in the regional festival held annually.

Years ago the program established an American College Theatre Festival fund. Donations to this account provide the means for the program to send 10-30 students to the regional festival (Region VII: The Western United States) when distance and scheduling allow. Students in a variety of theatre focus areas have the opportunity to compete for scholarships at the festival, attend workshops and view productions from throughout the region. They also network with students and faculty from potential transfer institutions throughout the region. SRJC Theatre Arts students have consistently achieved honors at past festivals, including three regional award winners sent to the national festival, several semi-finalists and finalists in design, playwriting and acting, two winning Tech Olympics teams, and five scenes and a full production invited to perform at the regional festival.

Study Abroad

Three Theatre Arts faculty members (two full-time and one part-time) have taught in the Study Abroad program in London and one has taught in the Florence program. In each case, several Theatre Arts students participated in the program at the same time. Their experiences have encouraged others to pursue international study and several Theatre Arts students have gone on to travel abroad and/or participate in other study abroad semesters.

Attending Professional Theatre Productions

While the popular "Ashland Class" (THAR 153) was an early victim of class cuts, Theatre Arts faculty continue to encourage students to attend local and regional theatre, providing information about productions and discounted tickets. Each year Theatre Arts faculty coordinate at least one group attendance at a professional production; in some cases, this is the first professional theatre production a student will have seen, serving to inspire and encourage them in their own work and career aspirations.

Mentoring Teaching Fellows and Special Studies Projects

Three students have been selected for the prestigious Teaching Fellows program in the last ten years, including two for 2021-2022. They were mentored by a full-time Theatre Arts faculty

member, who met with them weekly, guided their fellowship projects, and attended the monthly Teaching Forum with them.

In addition, both full-time and associate faculty have served as advisors for a number of Special Studies projects. These have included design projects, the playwriting of original scripts, research projects, and serving as teaching assistants to expand discipline-specific knowledge.

Supporting the Student Theatre Guild

Over the years Theatre Arts students have established a theatre-related student club through Associated Students. While the name of the club has changed several times and the club has had periods of inactivity, it has provided a valuable forum for students to expand their education through improvisation sessions, guest speakers, and the production of student-directed and/or student-written work.

Faculty and Staff Remain Current and Committed

All Theatre Arts faculty and staff are working artists, actively participating in the profession and bringing their experiences back into the classroom to enrich the learning of their students. Exemplifying the standard of life-long learning, Theatre Arts faculty and staff regularly participate in classes, workshops, and other professional events to maintain and expand their skills and knowledge.

SRT (*Summer Repertory Theatre Festival*) - Refer to SRT PRPP

Fashion Studies - Refer to Fashion Studies PRPP

1.1d Hours of Office Operation and Service by Location

Department of Theatre and Fashion

Overview: Theatre Arts Department is in operation in some form 360 days a year. Due to the demands of our production schedule, the yearly program works most of winter break and spring break, and most major holidays.

Theatre Arts

Theatre Arts Office: Before our Administrative Assistant III (12 month contract) retired in May 2022, the Theatre Arts office was open Monday through Friday from 8:30AM to 5:30PM. In addition, staff and faculty are also often here on Saturdays, Sundays, and holidays. During the summer, the same office hours usually apply, although modified to accommodate project work and staff vacations.

The Costume Studio (Costume Laboratory) is open Monday, Tuesday and Wednesday from 10AM to 5PM (and well beyond when the department is in production—often being open from 10AM -11PM M-F and Saturday and Sunday). The Costume Laboratory is staffed by a Classified employee who works 18 hours a week on a ten month contract.

The Scene Shop (Scenery Laboratory) is open Tuesday, Wednesday and Thursday from 10AM to 5PM (and well beyond when the department is in production—often being open from 10AM -11PM M-F and Saturday and Sunday). The Scenery Laboratory is staffed by a full-time Classified staff member on a twelve month contract.

The Box Office is open Tuesday-Thursday from 10AM to 3PM, Friday 10am to 2pm, and one hour before each performance (averaging **22 theatre performances per semester**). The Box Office is supervised by a classified employee who works 22 hours a week, 12 months a year. That staff member now also handles the box office for the Film Series (Petaluma Campus) during the school year.

Note: This employee transferred to another department fall 2022 and since that time, the Box Office was staffed by an STNC. That employee gave notice prior to the large musical opening spring 2023 and since that time the Box Office has been staffed by a combination of the Department Chair, STNC Admin, and Professional Expert House Manager.

SRT (*Summer Repertory Theatre Festival*) - Refer to SRT PRPP

Fashion Studies - Refer to Fashion Studies PRPP

1.2 Program/Unit Context and Environmental Scan

Department of Theatre and Fashion

Theatre Arts/Summer Repertory Theatre Festival

Until spring 2023, the two programs housed within the Department of Theatre and Fashion at the Santa Rosa Campus served two closely aligned, but distinct educational functions. SRT was, unfortunately, put on hiatus spring 2023.

Theatre Arts (*the yearly program*) provides the educational foundation for students from throughout Sonoma County who wish to transfer and/or pursue entry level positions in the theatre arts, as well as general education and skills-based education for students from a wide variety of disciplines.

SRT (*Summer Repertory Theatre Festival. Hiatus Spring 2023*) is an invaluable professional training program, providing essential experiential learning for students to prepare them to succeed in the professional world. Therefore, Summer Repertory Theatre Festival is a culminating educational experience for many students in the yearly program, especially those in the five Certificates of Achievement, as well as alumni of the Theatre Arts program who participate in SRT later in their educational journey. In addition, Summer Repertory Theatre Festival serves students from throughout California, providing local students with the chance to gain a broader perspective by working side by side with them.

The Entertainment Industry is flourishing once again in California despite the economic downturn and the destructive impact of the pandemic closures on the performing arts. Theatre Arts (and, up to this point, SRT students) are well-prepared to enter many aspects of the industry successfully. However, we have experienced a significant drop in enrollment due to two and a half years away from Burbank during the protracted remodeling period, the devastating wildfires in our region, and two years of Covid closures and restrictions. Even though we are beginning to rebuild our programs, budget cuts, state policy changes, and unsustainable workload demands on faculty and staff are compromising our ability to do so.

RECENT CHANGES AND CRUCIAL ISSUES

Theatre Arts Curriculum and Repeatability

In 2012, changes at the state level regarding repeatability (the retaking of courses multiple times with a passing grade) required that the department conduct a detailed review of impacted curriculum during the 2012-13 academic year.

In 2015 in order to preserve the vitally important skill development necessary for Theatre Arts students to succeed in transfer and occupational goals, the department wrote 13 new courses (the

majority of which are new leveled and special topics courses, to replace formerly single, repeatable courses) and has since revised the majority of existing courses in the Theatre Arts curriculum.

These repeatability changes have significant ramifications for continuing students. It will be essential for Theatre Arts Dept. faculty to guide continuing students through the changes, assisted by Counseling faculty and Admissions and Records staff.

In addition to the new courses necessitated by repeatability changes, there is also a growing need for other new courses in the Theatre Arts curriculum to better prepare students for transfer programs and entry level jobs. These lower division courses are often requested by students and are likely to be popular, especially since they would also serve students in other disciplines. These potential courses include:

- **Introduction to Playwriting** (*Would serve both Theatre and English students*)
- **Introduction to Directing** (*Would serve both Theatre and Media students*)
- **Introduction to Voice and Speech** (*Would serve students in Theatre, Music, and Communication Studies*)
- **New Works in Performance** (*Would serve students in Theatre and English*)
- **Introduction to Sound Design** (*Would serve students in Theatre, Music, and Communication Studies*)
- **Musical Theatre Workshop** (*Would serve students in Theatre and Music*)
- **Introduction to Stage Combat** (*Would serve students in Theatre, Dance, Kinesiology, as well as other applications.*)
- **Introduction to Puppetry** (*Would serve students in Theatre, Art, and Child Development*)
- **Children's Theatre and Creative Dramatics** (*Would serve students in Theatre, Child Development, and those intending to be K-12 teachers.*)

Local AA and TMC

The "local" Theatre Arts AA debuted in Fall 2011 and the Theatre Arts TMC was approved by the Chancellor's Office in Spring 2014. At present, the Theatre Arts AA Major aligns more effectively with UC theatre programs around the state; therefore, both majors will be retained while the department conducts further research on UC curriculum and the implications for students if only the TMC is offered.

Theatre Arts Curriculum and C-ID courses

Theatre Arts will continue to work with the Articulation Officer to establish additional articulation agreements throughout the state, as well as submitting additional courses for C-ID designation. To date, at least 15 Theatre Arts courses have been submitted and approved for C-ID equivalency. When appropriate and feasible, curricular adjustments to existing Theatre Arts courses have been made to better align with C-ID descriptors.

Student Success Act and Definitions of Successful Completion

While Theatre Arts students are usually hard-working and dedicated to their education, they often take longer than two years to identify and complete their educational goals. There are a variety of factors that we believe contribute to this situation, including:

- The need to acquire basic skills prior to completing general education courses. Students drawn to the skills-based aspects of the theatre arts are often successful with their coursework within the discipline, but may struggle with language and/or computational skills.
- Economic circumstances often necessitate holding a job; those students often are only able to attend school part-time.
- Personal circumstances may necessitate balancing family obligations; those students often are only able to attend school part-time.
- Change of educational goal - students in Theatre Arts will often start in one focus area (such as acting), only to discover a strength

in other focus area after a year in the program. Because focus areas often require different foundation courses, such a change may necessitate completing additional course work.

- Pursuit of multiple focus areas - On occasion, a multi-talented occupational student may wish to complete studies in more than one focus area within the theatre arts (for example, both acting and stage management). When this occurs, the student will need to complete coursework and production experiences in both focus areas, thus necessitating more semesters of study.
- Time demands of coursework - Courses in the theatre arts often require longer periods of time in the classroom in order to provide opportunity for hands-on education. Practicum courses that involve working on a production require substantial time commitments. Therefore, Theatre Arts majors and certificate students often have to carry more limited class loads in order to allow enough time for homework and other obligations.

With these issues in mind, we are concerned about statewide changes due to the Student Success Act, and their impact on students who need to take longer to complete their educational goals. Such students also need to continue to hone their creative skills through production experiences while they are completing their other educational requirements; recent repeatability changes make this even more difficult.

We are also concerned about the limited definitions of "successful student completion" (completion of degree, transfer, and/or certificate) currently in use, which do not include other types of educational goals that we see in our field. While we consider these other educational goals to be valid as well, at present we do not have a method for capturing this data. Examples of these include the following:

- Students who enroll in our courses with the intention of gaining a specific set of skills through one or more identified courses; once those courses are successfully completed, the student has fulfilled his or her educational goal and moves on.

- Students who actively participate in our curriculum and build their skills in order to prepare for acceptance into a professional theatre conservatory (non-degree program).
- Students majoring in other fields who regularly enroll in theatre classes to gain related skills and knowledge that will benefit them in their chosen educational and career goals.

We need help to develop methods to identify such students and document their successful completion, as well.

Technology

Instructional Sound and Lighting Equipment:

Burbank Auditorium has been completely remodeled and has state-of-the-art LED lighting and digital audio equipment. Thank you!

The formation of the Theatre Arts Advisory Board allowed us to apply for (and receive!) CTEA funds.

Growing Pressures on Our Production Program

Funding of Our Production Program Through Box Office Revenue:

As district budget cuts have continued and costs for resources and labor have increased, we have been forced to depend more and more on our box office revenue, similar to a "for-profit" theatre. We are now to the point where approximately 85% of our production budgets must come from our box office revenue (including the cost of all designers and special skills staffing; the majority of building supplies; most publicity costs; and the majority of royalties.)

The most serious repercussion of such a situation is that it is forcing us to select shows more and more for box office appeal, rather than primarily for the educational needs of our students. Academic theatre, particularly in colleges, has historically been a place for experimentation and discovery. When academic

production programs like ours are placed in a situation in which economics start to compromise educational value, this can quickly become a serious problem.

The faculty and staff of Theatre Arts have worked very hard to prevent this problem from growing and, to date, have succeeded fairly well in doing so. However, it is becoming increasingly difficult due to the untenable combination of diminishing resources and increased workload. CTEA funds will prove extremely useful for replacing some outdated equipment. Finding production sponsorship and corporate underwriting might help alleviate other financial pressures, but such a process needs to be approached carefully and the work entailed in finding suitable donors cannot be done by the Theatre Arts faculty and staff.

Cast Sizes and Production Selection:

With growing concerns about enrollment district-wide, we have had to increase the cast size of our musicals and larger non-musicals. Increased cast sizes have greatly increased both the cost of costumes and the costume construction workload for our costume designers, part-time Costume Technician, and costuming students.

Concerns about enrollment have also limited the small cast scripts we can choose; we are unable to consider many important plays now because they have casts of eight or less. Ironically, this is happening at the same time the average cast size of most new plays and musicals in the professional world is shrinking for financial reasons. While we strive to select exciting, challenging, and *current* seasons for our students, it is becoming increasingly difficult to balance all these pressures.

Growing Importance of Collaboration with Other Disciplines

In this time of reduced resources, coupled with changes in the world around us, it is more important than ever that we cultivate

opportunities for collaboration and the mutually beneficial sharing of resources. Discussions has already begun with members of the Media faculty (Communication Studies Department), the Music Department, and the English Department about potential collaboration between the programs.

Current discussions include:

- Overlapped scheduling of Media 21 and THAR 63: Acting for Film, Television and Voice-Over, in order to allow for collaboration in the Doyle film studio.
- Developing a cross-listed, co-taught course in which Theatre Arts acting students perform in student-directed film projects by Media students.
- Establishing an online talent registry of potential student performers for Media student projects.
- Developing a cross-disciplinary relationship with the Digital Music program for Theatre Arts students interested in specializing in Sound Technology and Design.

Successful collaborations already completed or well under way include:

- Cross-listed, co-taught performance course in Opera and Related Forms. (THAR 81A/MUSCP 81A, approved April 2013). This production course focuses on performance in opera and related forms such as light opera, Broadway opera, pocket operas, one-acts, and concert productions. In Fall 2013, we produced *Les Misérables*, we produced *The Phantom of the Opera* in Fall 2014 and we produced *Jesus Christ Superstar* Spring 2019.
- Expansion of Theatre Arts Box Office services to include Music Dept. events. (*Additional funding needs to be found to increase the work hours of the Box Office Manager. The additional hours are temporarily being funded by the Dean's office. Additional funds also need to be found to cover the cost of the ticketing supplies, online ticketing fees, and credit card charges. Theatre Arts is currently paying those fees for the Music Dept.*)

- Revising ENGL 11: Introduction to Dramatic Literature, with the English Department (completed in Spring 2014). This revised course can now be taught by faculty in both departments and will be submitted to the CRC for cross-listing. It has also been approved for C-ID and satisfies one of the electives in the Theatre Arts TMC.

2.1a Budget Needs

The Theatre Art wishes to extend our deep gratitude for the Burbank Remodel and the addition of the Studio Theatre. This new facility, and the state-of-the-art equipment and technology that go with it, means that most of Theatre Arts' resources requests from past years have been met. Thank you!

That said, we do have ongoing need of increases in our 4000s and 5000s to meet production costs.

The Theatre Department's budgetary needs fall into two categories:

1. Managing and maintaining Burbank Auditorium, which includes producing events for other departments and programs (Music, Dance, PDA presentations, Distance Education, etc.).
2. Theatre Arts (yearly program) instruction and production.

Budget Inadequacies to Fulfill Program's Goals and Purposes

Overview

While Theatre Arts receives \$14,513 in our 4390 and \$3,900 in our 5000s accounts to cover expenses such as royalties, scenery, costumes, etc., approximately 87% of Theatre Arts' production expenses are paid for with Foundation Funds, which are earned through ticket sales. This puts a burden on the program to sell large numbers of tickets. Meanwhile, costs for supplies continue to rise, as do royalties and labor costs (student labor and independent contractors).

- **The cost of production supplies** (lumber, metal, fabric, etc.), **equipment maintenance/replacement and services** have increased dramatically.
- **The closing of local/regional businesses** that provided important supplies has meant that needed purchases must be made further afield (requiring buying trips to major metropolitan areas; higher shipping and handling costs, etc.).
- **Royalties for shows** have increased over the last ten years, particularly for musicals, which cost as much as \$1,000 per performance (which equates to as high as \$13,000 for one musical). This has resulted in a difficult situation for us. Since musicals earn much more box office revenue than non-musicals, we have been scheduling two musicals a year. However, as royalties increase the cost of producing musicals has become more of a strain on our limited production budgets. The 24-25 season alone cost just over \$20,000 in rights for the four productions. These productions are a keystone of our pedagogy.
- **Marketing and Audience Development Costs:** It has become more difficult to draw audiences at the same time that we have had to depend more and more on our box office revenues. Therefore, we have to spend more money, time and resources in the attempt to reach, inform and attract audiences. There is a real need for a dedicated social media presence and currently we have no person in that role.

Theatre Arts PRPP continues to carry both the needs of the program and the needs of Burbank. Therefore, the more specific budgetary impacts of Theatre Arts are described below, as well as the impact on the management of Burbank Auditorium.

Burbank Budgetary Needs - Managing Burbank Auditorium

The remodeled Burbank Auditorium and Studio Theatre are not only beautiful, but functional, accessible and up to industry standards. We finally have a facility that matches the strength of our the college's programs (Theatre Arts, SRT, Music, and Dance).

Managing and maintaining a substantial facility like Burbank Auditorium is both a departmental and a district responsibility. While Theatre Arts, and the eminent return of Summer Repertory Theatre are the greatest users of the facility, it is also used by Music, Dance, Distance Education and PDA, as well as for the Police Graduation, Community Education, HSI outreach events, MEChA, HERENCIA and now a regular request of other outside the district events.

One area of on-going challenges is labor. During the 2018-2019 budget, three budget lines specific to managing Burbank Auditorium were cut: STNC Technical Specialist, Supplies and Equipment Maintenance. The STNC budget was originally intended to pay a Theatre Arts Production Specialist to run load-in, lights and sound for all non-Theatre Arts Dept. events, such as the events listed above. As the complexities of such events have increased over the years, the workload for the already overburdened Theatre Arts Production Specialist has also increased, while the number of Music and Dance events have also increased.

As the district adds events to the Burbank calendar, it is essential that we add (1) position to the Burbank team to cover the technical and front of house demands of all additional events in

Burbank. This person would work with the District in outside events and alongside the Theatre Arts department. Duties would include (but not limited to) the following:

- All technical requirements for non-department events (Lighting, Sound, Projection/Media needs)
- House Manage and lead a team of support House managers and ushers
- Liaison with District and Department for facility scheduling between classes and desired events
- Work with all departments to execute class events (Dance, Music, and Theatre)

Theatre Arts Budgetary Needs

- **4390 Increases Needed**

- **Supplies**

- The yearly Theatre Arts Department program produces excellent shows with professional production values. However, the program is not sufficiently funded. We fall short in the area of instructional supplies (the funds we use to construct costumes, scenery and props)

- **Equipment Maintenance**

- Theatre Arts' annual maintenance budget is less than the cost of maintaining one sewing machine (\$89.99). We have 18 sewing machines, four washing machines, four dryers, an industrial ironing system, a fly/rigging system and all of the construction machinery in the Scene Shop.

- **Dry Cleaning**

- The dry-cleaning budget only covers the cost of one of our four shows.

- **Graphics**

- The current graphics budget is short \$4,100. The current budget covers only the cost of our posters and programs printed on campus. It is not enough to cover the cost of the season brochure printing or the Mendocino banner.

- **5000 Increases Needed**

- **Other Contracts**

- We receive \$650 per year. Our royalties for 1 year total (on average) \$25,000.

2.1b Budget Requests

Rank	Location	SP	M	Amount	Brief Rationale
0001	Santa Rosa	04	01	\$10,000.00	Additional funds for labor to maintain Burbank Auditorium equipment and events. At the moment the department is using Foundation funds to cover these costs.
0002	Santa Rosa	02	01	\$10,000.00	Additional funds for sets, costumes and other production expenses. At the moment the department is using Foundation funds to cover these costs.
0003	Santa Rosa	02	01	\$24,500.00	Additional funds for play/musical royalties. At the moment the department is using Foundation funds to cover these costs.
0004	Santa Rosa	04	01	\$9,000.00	Additional funds for equipment maintenance in classrooms. At the moment the department is using Foundation funds to cover these costs.

2.2a Current Classified Positions

Position	Hr/Wk	Mo/Yr	Job Duties
Administrative Assistant III	40.00	12.00	Theatre Arts AA:: Performs all duties of an academic department's administrative assistant, plus extensive additional duties that would be performed by a Business Manager for a professional theatre company: Complex budget spreadsheets; handling honorariums; processing CalCards, staff timesheets; obtains show licenses; fields student inquiries; enrolls students in appropriate course work; department liaison with other departments performing in Burbank; works regularly with other college offices, such as Community Education and Facilities; processes box office receipts; facilitates communication with department
Theatre Arts Production Specialist	40.00	11.00	Technical Director: Theatre Arts Department and Burbank Auditorium. Duties include serving as Instructional Aide to Design Instructor; supervises Scenery Laboratory; attends all production meetings; constructs scenic elements for 4-5 main-stage shows; installs, maintains, and runs all sound and lighting equipment; runs all Technical Rehearsals; monitors stock, orders supplies and maintains budget for Scenery Laboratory; designs scenery, lighting, and sound for main-stage productions, when feasible; facilitates all technical requirements for all events in Burbank; coordinates with Environmental Health and Safety on machine maintenance and safety; maintains inventory of the Theatre Arts Warehouse; maintains all technical equipment in Burbank Auditorium.
Theatre Arts Costume Technician	18.00	10.00	Costume Laboratory Manager and Instructional Aide: Duties include construction of costumes, properties, and masks for main stage productions; monitors stock, orders supplies and maintains budget for Costume Laboratory; serves as Instructional Aide to Costume Design instructor. Supervises student employees. Schedules and supervises maintenance of shop equipment, maintains inventory. Recent additional duties include costume maintenance and restoration at the Windsor Warehouse . This position is 18 hours a week. This position needs to be a full time position.
Box Office Technician	20.50	12.00	This position is currently approved for rehire. The permanent employee transferred to a full time classified position. Box Office Manager: Ensures that the box office operations for both SRT and Theatre Arts run effectively and efficiently; technical and clerical duties; daily interaction with the public; supervising student assistants; basic accounting related tasks; maintains financial and statistical records; ensures that basic accounting procedures have been followed; generates publicity materials including school ticket offers, and special events promotion. (Has recently taken on ticket sales for Music Dept. and Dance Dept. events as well--paid by those departments) We are requesting increased hours, would prefer a full time Performing Arts Box Office position. The Music Department also includes this request in their PRPP.
Media Production Technician	0.50	11.00	Media Technician: Promotional Photographer for Theatre Arts. Theatre Arts and SRT receive a total of 180 hours of the Media Technician's workload per year; Theatre Arts uses only 20-30 hours of that allocation. 75% 11-month position, shared with Art

2.2b Current Management/Confidential Positions

Position	Hr/Wk	Mo/Yr	Job Duties
Chair Theatre & Fashion/Artistic Director/CTE Co.	29.60	10.00	<p>Position includes all duties of a Department Chair (19.6 hours/week at 49% Chair load, Theatre Arts CE Coordinator for 5% load (2 hours/week). Fashion Studies merged with Theatre Arts fall 2016 so the Chair position was granted additional release time of 5%. *For 2014-2023 a permanent 20% release time was approved for the Artistic Director position. Duties include:</p> <p>Coordinates and supervises all artistic aspects of a 4-5 show theatre company.</p> <p>Supervises Theatre Arts Foundation Account, and grant writing.</p> <p>Oversees proper handling and deposits of Theatre Arts ticket revenues.</p> <p>Interviews and hires all visiting professional experts for Theatre Arts productions. Coordinates Public Relations efforts for theatre company.</p> <p>Manages scheduling, maintenance, and supervision of performance spaces.</p> <p>Coordinates with SRT Artistic Director on seasons, facilities, resources, and personnel as appropriate</p> <p>. Organizes and coordinates annual Design Conference.</p> <p>Attends all production meetings (15-20 total)</p> <p>. Attends designer run-throughs (8-10) and technical/dress rehearsals (10-20).</p> <p>Meets with directors to discuss artistic integrity of shows</p> <p>. Attends and supervises performances.</p> <p>Attend meetings for the Dance Show</p> <p>and Music Dept. events. Creates Production Calendar for the theatrical season.</p> <p>Chairs the Play Selection Committee. Writes the Show Requirements for the season of plays.</p> <p>Creates and maintains the season Production Budget</p> <p>.</p>
	40.00	12.00	

2.2c Current STNC/Student Worker Positions

Position	Hr/Wk	Mo/Yr	Job Duties
Student Employment	115.00	10.00	For 2022-2023 we filled 2 Costume Studio employees and 4 Scene Shop employees, 1 Front Office employee and 1(spring only) technology assistant. We were not able to find a Federal Work Study employee. We use our full budget, totaling 115 hours per week for 10 months.
	0.00	12.00	All STNC employees were cut 2018-2019. This includes 1 Burbank Technical Specialist.

2.2d Adequacy and Effectiveness of Staffing

Theatre Arts is in need of a replacement Costume Studio Technician, and the position needs to be upgraded to full time. We are grateful for the addition of the Box Office Technician position. Additionally, the Burbank needs a full time Facility Manager that is not only versed in the management/customer service side of events, but also technically saavy to handle all lighting, sound, and media needs for District and non-District events that are now coming through our wonderful building.

Even if the AAll and the Box Office Technician are replaced, Theatre Arts does not have adequate staffing of classified, management, STNCs or student labor to support the demands of a full time theatre company.

Theatre Arts Staffing Profile

Employee Head Counts Fall 2022

Employee Category	Count	Change from 2021-2022	District Total	% of District Total
Contract Faculty	3	0.00%	0	0.00%
Adjunct Faculty	13		0	0.00%
Classified Staff	2	-40%	0	0.00%
STNC Workers	0	-	0	0.00%
Student Workers	8		0	0.00%
Mgmt/Admin/Dept Chair	1		0	0.00%

Employee FTE Totals 2021

FTE Category	FTE	Change from 2021-2022	District Total	% of District Total
FTE-F - Faculty	5.0383	-34.58%	0.0000	0.00%
FTE-CF - Contract Faculty	2.8000	-3.45%	0.0000	0.00%
FTE-AF - Adjunct Faculty	2.2383	-53.38%	0.0000	0.00%
FTE-C - Classified	2.7348	-8.97%	0.0000	0.00%
FTE-ST - STNC	0.0000	-100.00%	0.0000	0.00%

FTE-SS - Support Staff	6.1482	10.38%	0.0000	0.00%
FTE-SW - Student Workers	3.4135	33.12%	0.0000	0.00%
FTE-M - Management	0.4900	0.00%	0.0000	0.00%
FTE-DC - Department Chairs	0.0000	0.00%	0.0000	0.00%

*THAR Box Office Manager = 0.2375

The data may not be correct, due to an error in the recording of FTE for the Box Office Technician whose position (.47 FTE) is divided between THAR and SRT

*ART Media Tech - Promotions Photographer = 0.0473

This is a shared position with the Art Dept. and SRT. The total position is 75% x 11 months. Theatre Arts receives approx. 20-30 hours of the employee's work per year.

CLASSIFIED NEEDS

BURBANK FACILITY MANAGER (100%)

As discussed in our Budget Needs this position is an integral addition to the functioning of our new facility, department, and district. If our department received nothing else, this would be our number one priority, and should also be noted a mention in Dance, Music, and Media Services PRPP as well. This position belongs in THAR due to the specific rigors of the facility (specialized equipment) and the intensity of the department schedule with students in classes from 9am to 10pm most weeks. This dedicated position would benefit the departments listed, the District, and our students acting as another training avenue for student workers to get experience in a fully functioning event center with a calendar as alive and robust as any other in the Northern Bay Area. This position would generate revenue. Including from previous submissions: There are also ongoing District concerns regarding the workload of the Theatre Arts Administrative Assistant III, the Theatre Arts Department Chair/Artistic Director and the SRT Artistic Director. Together with the Production Specialist, these four positions (plus faculty and staff in Music) spend a large portion of their workday dealing with Burbank facilities issues.

Thanks for your consideration.

RESTORATION OF PROMOTIONS SPECIALIST CLASSIFIED POSITION (40%)

The department functions off of Box Office Revenue. If the District is unable to help us with additional budget increases then our ticket sales become even more vital. We are asking for a re-instatement of this previous position with an emphasis on collaborating with the District social media department to present a cohesive and inviting presence to our community. (Further description below)

INCREASE OF HOURS FOR COSTUME TECHNICIAN (100%, 10 month)

The Theatre Arts Department produces four-five shows each year, requiring hundreds of costumes to be made, altered and/or purchased. In addition, the extraordinary and valuable costume stock at the Windsor Warehouse must be maintained, curated and restored. Currently, this is done by one full-time Costume Instructor (for 35 years this position has never received load for this work), one part-time Costume Technician, and a few student employees. As a comparison, comparable programs have 3 full time employees to handle a similar number of productions and costumes.

The current allocation of hours for the Costume Technician position is insufficient to meet the demands of the Costume Studio and production workload. Below is an example of the total labor that was required to build costumes for our four-show season:

Costume Shop Labor Totals in Excess of allotted Costume Technician Hours:

Student Labor	\$14,951.40	Supplemented by \$1,951.40 from Foundation Account
Contract Seamstress	\$470.00	Foundation Account
Cutter/Drapers (2)	\$3,000.00	Foundation Account
Specialty Costume Crafter	\$3,297.74	Foundation Account
GRAND TOTAL COSTUME SHOP	\$21,719.14	

Therefore, the PRPP for the Theatre Arts Program has consistently included a request for **an increase in the Costume Technician from 18 hours a week to a 10-month 100% position.**

REPLACEMENT OF THE SRT AAIH (100%)

Theatre Arts & Fashion has been filled with our former SRT AAIH. This leaves us with a gap in the SRT program when it returns from forced hiatus. When the return is complete we will need an AAIH in that role as was previously the case. The position must remain filled in order for Theatre to be able to meet our student learning outcomes by producing main stage plays and musicals, which also generate approx. 87% of our operating costs.

COSTUME COLLECTION INVENTORY/RENTAL SPECIALIST 50%, 10 month

Ongoing inventory maintenance and implement and run a costume rental system, thus generated revenue. Rentals to more educational theatres and local theatres would assist in our existing moth abatement tasks by introducing movement and light into the warehouse more regularly. Spot checking and dry cleaning could happen before there are bulk moth outbreaks as Theatre Arts staff visit the Theatre Arts warehouse only once a week in a regular schedule.

The current Costume Technician position is tied to Burbank Auditorium and the Costume related classrooms to assist faculty, students, and production builds. This takes priority over the many hours per week that would need to be put aside to creating the inventory system. Inventory and Rentals should fall to a Windsor Warehouse dedicated position that the Theatre Arts Costume Technician could assist. If this were a classified position - the project is long term and multifaceted. It will take a very long time to inventory the costume level. Each item will need to be photographed, details/information manually entered in the system and assigned a numbered tag coordinating with the barcode system.

Populating the Inventory System

With a goal toward running a rental system, in order to make the warehouse more self-sustainable and to bring revenue into the department. Requires photographing and detailing each individual item into the collection. In Spring 2022 the collection was estimated to be 50,000 items. This only includes costumes and does not include props and scenery in the bottom level of the warehouse which would eventually need to be inventoried as well.

Continuous Moth Abatement

This includes vacuuming the warehouse aisles regularly, spot checking both hanging and binned pieces; freezing, vacuuming, and treating items affected by moth activity, dry cleaning and replacing them into stock.

Training student employees

At least two student positions at 25 hours per week also needed to support this project.

Benefit to the Program/College

Creating a functional costume inventory will enable the Theatre Arts program to track items and support loss prevention. Creating a true rental program will allow new student employment positions to learn how to maintain a warehoused costume collection, which could lead to future employment opportunities in costuming rental, storage, and archiving. Renting will allow the Windsor Warehouse to become self-sustaining and will also bring in funds to support the needs of the department.

Why Current Staffing is Insufficient

Both the Costume Technician and Theatre Arts Production Specialist positions are bound to Burbank Auditorium and adjacent workspaces in ways that do not allow time to inventory the Windsor Warehouse and allow only for infrequent cleaning of the space and maintenance of the collection. The Costume Studio position is currently limited to 18 hours and would not be able to realistically inventory with two days a week added to the regular work schedule, including the full-time allotment toward production builds.

PROMOTIONS SPECIALIST CLASSIFIED POSITION DETAILS

RETIRED DEC 2010, CURRENTLY UNFILLED. (24 hours/week; 12 for Theatre Arts; 12 for SRT)

Duties: Develops publicity and marketing campaigns for seasons and individuals shows; produces radio, television and newspaper promotional material; graphic artist for promotional materials; sells advertising space; writes and designs advertising copy; plans and supervises publicity, advertising, and promotional campaigns; interacts with media and district PR office; coordinates special promotions; coordinates photo sessions for promotional purposes.

As noted above, in the past SRT and the Theatre Arts Program shared a 60% Theatre Arts Promotions Specialist; the position has not been filled since the employee retired in December 2010. In the interim, the bulk of graphic design, web management, publicity, promotions, the season brochures, and production materials have been handled by Public Relations in coordination with the Artistic Directors and Administrative Assistant IIIs for both Theatre Arts and SRT. While this has been a positive collaboration, it has created a considerable workload increase for both Public Relations staff and Theatre Arts/SRT faculty and staff. As a result, the quality of the work has been compromised, which in turn negatively impacts the box office revenue for Theatre Arts/SRT events.

With the cultural shift to social media, there is now a need for consistent and constant outreach. This critical work for Theatre Arts is now shared by the Theatre Arts Department Chair/Artistic Director and the Theatre Arts Admin III.

Together, Theatre Arts and SRT are in need of a dedicated position focusing on public relations, marketing, social media, website design and maintenance, and basic graphic arts (more sophisticated graphics needs would continue to be handled by the district's Graphic Artist).

These are high profile public programs that require quality promotional support. It is essential for this position to be reinstated as soon as possible.

Workload Benefits: Restoration and expansion of this position would make a substantial positive difference in the overwhelming workloads of the faculty Artistic Directors of both Theatre Arts and SRT, as well as the Administrative Assistant IIIs for both programs. Redirecting the bulk of the promotions work to a classified position would allow all four individuals to focus on the many other demands of their positions more successfully. While collaboration with Public Relations Staff would still need to continue on a modified scale, the restoration of this position would substantially help their workload issues as well.

Expanded Proposal – Full-time Arts Promotion Specialist

We further propose the expansion of this restored position to a 100% position that would handle these duties for our programs, as well as Music, Dance, Fashion, the Art Gallery and the Museum. By reinstating the Theatre Arts/SRT Promotions Specialist, and expanding the position to full-time to include all the arts, the museum, and related events, we could greatly improve the public representation of these programs, increase revenue, and achieve workload improvements for all of these individuals:

1. Theatre Arts Artistic Director
2. SRT Artistic Director
3. Theatre Arts AAI
4. SRT AAI
5. Public Relations Graphic Artist
6. Public Relations Assistant
7. Music Department Faculty (Choral)
8. Music Department Faculty (Instrumental)
9. Music Department AAI
10. Art Gallery coordinator (currently unfilled; work shared by faculty)
11. Museum Director
12. Dance Faculty (multiple individuals)
13. Fashion Adjunct Faculty Program Director

Box Office Technician: Expanded Proposal – Creation of Centralized Performing Arts Box Office in the renovated Burbank Auditorium and Studio Theatre:

With the remodel of Burbank Auditorium and addition of the Studio Theatre, the college has an opportunity to create a centralized District Events Box Office. The Box Office could potentially take on the ticket sales for all non-athletic events for the district. If this were to occur, the Box Office Manager position would have to be increased to a 100% position, the need for a much more centralized box office for the district has been discussed by many in the district and community for years. The remodeled Burbank Box Office is large, with three sales window, and two work desks. The time is ripe for this position.

STNC NEEDS

STNC labor is needed to staff the ever-increasing number of events in the newly remodeled Burbank Auditorium and Studio Theatre, as well as positions that Theatre Arts has historically been funding from our Foundation Account. These positions include:

HOUSE MANAGER 75%

(Theatre, SRT, Music, Dance, Other On Campus Events and Off Campus Rentals)

(This position is also requested by Javier Rodriguez and Media Services)

A House Manager is the individual overseeing the needs of the audience in a theatre; in the remodeled Burbank the audience size is 400; audience size for the Studio Theatre is an additional 200. Duties include training and supervising ushers, ordering and supervising the sale of concessions, addressing the needs of patrons with special needs, and overseeing the safety and/or evacuation procedures in the event of an emergency.

For many years the House Managers for our production were students, usually those registered for the Theatre Management class; it was not uncommon to have two or more students in the position during the run of a show. However, due to the increase in the size of our audiences in recent years, *as well as increased concern about public safety in entertainment venues*, it became apparent that we needed to have someone in the position who would provide continuity and expertise.

Therefore, in the last 13 years the Theatre Arts Department had a single House Manager who worked not only Theatre Arts events, but all major public performances. Since 2012, Theatre Arts, the Music Dept. and the Dance program have all had to compensate this individual using box office revenue. However, this individual is providing an important service for the District, and as such, should be a District employee.

With the remodeled Burbank Auditorium and the addition of the Studio Theatre, the need for this position is even greater, especially with the demand for use by other programs and outside organizations.

Therefore, we request an STNC part-time position at 75%. Such a position would require a flexible, hourly schedule to accommodate the episodic nature of the job; the position would be year-round to accommodate the needs of Theatre Arts, Fashion, Music, Dance, other on campus events and outside rental events. Due to the night and weekend schedule for the position, this position would also qualify for Shift Differential.

COSTUME INVENTORY SPECIALIST (2 POSITIONS) 45%, 10 month

New positions. Please see Classified Costume Inventory/Rental Specialist above.

Needed to inventory the approx. 50,000 costume and costume-craft items at the Theatre Art Warehouse into the existing, yet not-yet-implemented, inventory tracking system. These positions would do the initial set up of the Burbank Warehouse costume inventory system, which the classified Costume Inventory/Rental Specialist would maintain as part of their costume maintenance and rental duties.

The goal of these positions is to increase revenue to the department through a costume and costume/craft rental program.

BURBANK EVENTS TECHNICIAN BACKSTAGE STAFF Staff 50% (Music, Dance, Other Events)

This position would give much-needed backstage technical support to Music, Dance, Other Campus Events and Rental Events. Currently programs rely on often unskilled volunteers or

students to do this work, who are not trained on highly technical and potentially dangerous equipment.

MANAGEMENT NEEDS

PRODUCTION AND RESOURCE MANAGER

In recent years, it has become clear that the challenges of running two production programs (Theatre Arts and SRT), as well as serving the intersecting events needs for other departments like Fashion, Music and Dance, are creating serious workload problems for the existing Theatre Arts and SRT faculty and staff. And with the addition of the Studio Theatre, the need for facilities management has increased.

One viable solution for Theatre Arts would be to create a management/instructional support position. This 50%, 10-month position would provide coordination between the various departments and district offices, assisting the Theatre Arts Chair/Artistic Director and the Administrative Assistant III during the regular school year.

Duties would include coordinating production and building schedules, facilities coordination, and resource documentation, as well as facilitating the elaborate communication network required of such production programs. Potentially, this position could also take on the coordination of production elements for Music, Fashion and Dance Department public events, alleviating a heavy workload for the Music, Fashion and Dance faculty and staff, as well.

It is also industry standard. For instance, Sonoma State's Theatre Arts Department employs a full time Production Manager.

Workload Benefits: Creation of this position would make a substantial positive difference in the overwhelming workloads of the faculty Artistic Director for Theatre Arts, the Administrative Assistant III, and the Theatre Arts Production Specialist (aka Technical Director), allowing all three individuals to focus on the many other demands of their positions more successfully.

STUDENT EMPLOYMENT NEEDS

Student Employment Needs

Our Student Labor budgets have not increased in over twenty years, except for increases to cover the rise in minimum wage. And, of course, Theatre Arts suffers from six years of cuts. Without improvements in this area, Theatre Arts cannot continue to maintain our goal of providing state-of-the-art technical productions and up-to-date training. With the (2) new faculty members in the technical areas of theatre the department is growing and we can all win with this effect. If we can have an increase in student worker hours then we can train the students in real production situations, as well as serve our department with student labor, reducing some STNC needs in some areas.

INCREASE FUNDING FOR STUDENT LABOR

Hiring students can be an economical way to alleviate some of the workload issues for both staff and faculty in our demanding program.

We have seen increases over the past five years to cover increases in the minimum wage, but overall the hours available have not increased. We divide this budget between the Costume Shop, Scene Shop, Box Office and Dept. Office, supplementing with \$4,890.00 in Federal Work Study.

Once face to face instruction is restored, we will need our entire student labor budget plus an increase which would also allow us to hire student help in the following areas to alleviate the workload for the classified staff and faculty. Possible assignments may include, but not be limited to the following:

- Department Office Student Assistant (to ease the workload of the Admin III and the Chair).
- Windsor Warehouse Costume Rental/Maintenance Assistants
- Box Office Student Assistant(s)
- Production Assistant
- Costume Studio Student Assistants
- Scenery/Lighting/Sound Student Assistants
- Television and Film Studio Technical Assistant
- Paid Ushers

2.2e Classified, STNC, Management Staffing Requests

Rank	Location	SP	M	Current Title	Proposed Title	Type
0001	Santa Rosa	01	01	Does not exist.	Burbank Events Specialist (100%)	Classified
0002	Santa Rosa	01	01	Theatre Arts Costume Technician (45%)	Theatre Arts Costume Technician (100%/10 mon)	Classified
0003	Santa Rosa	01	01	Reinstate Theatre Arts Promotions Specialist	Theatre Arts Promotions Specialist (47.5%)	Classified
0004	Santa Rosa	01	01	Guest Artist Paid by Foundation Funds	Burbank Front of House Manager 40%	STNC
0005	Santa Rosa	01	01	Guest Artist Paid by Foundation Funds	Burbank Events Technician (backstage staff)	STNC
0006	Santa Rosa	01	01	Does not exist.	Costume Collection/Rentals Specialist (50%/10 mon)	Classified
0007	Santa Rosa	01	01	Does not exist.	Theatre Arts Costume Inventory Specialist-Need 2	STNC
0008	Santa Rosa	01	01	Guest Artist Paid by Foundation Funds	Theatre Arts Costume Technician 50%	STNC

2.3a Current Contract Faculty Positions

Position	Description
Faculty, Leslie McCauley	Expertise in Acting, Directing, Theatre History, Dramatic Literature, and Multicultural Theatre
Faculty, Coleen Scott-Trivett	Theatre Generalist. Expertise in Costumes, Hair, Makeup and Mask.
Faculty, James Newman	Department Chair/Artistic Director Courses and Duties Vary
Faculty, Justin Smith	Theatre Generalist. Expertise in Stagecraft, Lighting, Sound and Stage and Production Management.

2.3b Full-Time and Part-Time Ratios

Discipline	FTEF Reg	% Reg Load	FTEF Adj	% Adj Load	Description
Theatre Arts Yearly Program	4.0000	35.0000	2.2400	65.0000	Updated for 2023 to include full time faculty Leslie McCauley, James Newman, Coleen Scott-Trivett and Justin Smith.

2.3c Faculty Within Retirement Range

Theatre Arts Department

One faculty is within retirement range: over 55 and is expected in the next three years. This greatly impacts our faculty staffing need. We will need a replacement for this position, as well as Laura Downing Lee's position that was approved and then mysteriously not filled by the District.

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

Employee Head Counts

Employee Category	Count	Change from 2018-19	District Total	% of District Total
Contract Faculty	3	0.00%	0	0.00%
Adjunct Faculty	13	-5.56%	0	0.00%
Classified Staff	5	0.00%	0	0.00%
STNC Workers	0	-100.00%	0	0.00%
Student Workers	3	-21.43%	0	0.00%
Mgmt/Admin/Dept Chair	1	0.00%	0	0.00%

Employee FTE Totals

FTE Category	FTE	Change from 2018-19	District Total	% of District Total
FTE-F - Faculty	5.0383	-34.58%	0.0000	0.00%
FTE-CF - Contract Faculty	2.8000	-3.45%	0.0000	0.00%
FTE-AF - Adjunct Faculty	2.2383	-53.38%	0.0000	0.00%
FTE-C - Classified	2.7348	-8.97%	0.0000	0.00%
FTE-ST - STNC	0.0000	-100.00%	0.0000	0.00%
FTE-SS - Support Staff	6.1482	10.38%	0.0000	0.00%
FTE-SW - Student Workers	3.4135	33.12%	0.0000	0.00%
FTE-M - Management	0.4900	0.00%	0.0000	0.00%
FTE-DC - Department Chairs	0.0000	0.00%	0.0000	0.00%

Update 2022: Theatre Arts has 4 contract faculty:

- Leslie McCauley, Faculty
- Justin Smith, Faculty, Generalist. Technical Theatre Stagecraft.
- Coleen Scott-Trivett, Faculty. Generalist. Technical Theatre Costumes and Makeup.
-
- James Newman, Faculty. Dept. Chair/Artistic Director. Load for Chair (2016-2017: 38% per semester, reduced to 35.5% because of 5% CTE Coordinator load, 20% for Artistic Director beginning Fall 2014). Fashion Studies was recently merged with Theatre Arts. Additional release time for Fashion = 5%.
-

The Theatre Arts Department is unique from other academic departments in that many of the department's courses are directly related to our production program and we are required to manage and maintain a major performing arts facility as part of our workload. These facts alter significantly the nature of all faculty positions within our department. Examples include, but are not limited to, the following:

Producing four quality theatre productions, a dance recital, the Spring Fashion Show, plus providing production support for the Music Department public concerts and other Burbank events, requires a substantial workload for the Theatre Arts Department Chair/Artistic Director.

Program is currently on Hiatus (outside of 3.6 process)The year-round workload for the SRT (*Summer Repertory Theatre Festival*) Artistic Director, in preparation for the five-production summer season that is the center piece of that professional training program, is substantial so that the position is 100% reassign time Summer Rep. While the SRT Artistic Director does complete his departmental service through participation in evaluations and special projects, he does not teach any Theatre Arts courses.

In order to serve the needs of our students and the college community, the Theatre Arts Department needs the following faculty allocations:

FACULTY STAFFING NEED

THIS POSITION WAS APPROVED, YET NO SEARCH WAS CONDUCTED IN SPRING OF 23
RETIREMENT REPLACEMENT: Acting, theatre history/lit, directing

This position is one of two anchor faculty in the areas of Acting, Theatre History, Dramatic Literature and Directing. Because the other anchor faculty in Acting and Theatre History/Lit usually serves as Department Chair/Artistic Director, this position is instrumental in ensuring continuity and growth in the various levels of actor training courses.

The position includes the directing of at least one major mainstage play or musical per year and at least one Advance Acting Showcase. As part of these directing assignments, they also coordinate cross-campus collaborations with other disciplines.

They recruit high school performers and they administer the THAR 10A Intro to Acting Challenge Exam/Audition. They advise students on certificates, degree completion and transfer.

Together with the other faculty member in Acting/Literature, these two instructors are essential to season planning, organizing and supervising trips to the Kennedy Center/American College Theatre Festival, coaching performers for school and local auditions and competitions (not loaded), and through their performing in or directing local productions, serve as professional inspiration to students hoping to pursue performing as a career.

Since the retirement of the THAR Stagecraft/SRT Artistic Director instructor Frank Zwolinski 16 years ago and the reclassification of his position to be 100% reassign time to the Summer Repertory Theatre Artistic Director James Newman*, the Theatre Art department has been like a three-legged table, not fully supported and unstable. With the hiring of two Technical Theatre faculty completed during the 2020-2021 year (a retirement replacement for Costumes, Makeup, Hair and Mask and a new position in Technical Theatre Stagecraft), the Theatre Arts Department finally is fully staffed at a level that will ensure the success and growth (rebuilding) of our program: our five Career Certificates in Acting, Stagecraft, Costumes, Makeup and Management, our AA and AA-T, and our mainstage production theatre company. It is therefore essential that this position be replaced.

2.3e Faculty Staffing Requests

Rank	Location	SP	M	Discipline	SLO Assessment Rationale
0001	Santa Rosa	02	01	THAR Full Time Faculty Acting, Lit/History, Direct	Anchor faculty for student success in the areas of Acting, Literature/History, and directing main stage productions. Assist in Play Selection, Performance/Literature Curriculum, student coaching for the American College Theatre Festival, faculty mentor for all acting and history/literature students, etc. Music direction expertise would be ideal.

2.4b Rationale for Instructional and Non-Instructional Equipment, Technology, and Software

Theatre Arts Department

Theatre Arts is *extremely grateful* to the district for the Burbank Remodel and addition of a Studio Theatre, and all the wealth of state-of-the-art instructional equipment and technology that goes with it.

Is existing equipment, technology and software meeting the needs of the instructional program?

We have a wealth of resources in many ways. However, as we finally return to in-person instruction and theatre/event production in the theatres, we are finding that more equipment is still needed that was not included in the FF&E for the remodel.

Is equipment, technology, and software up to industry standards?

Yes, existing equipment is up to industry standards, but we need some equipment that was not included in the FF&E for the remodel.

What are the highest priorities for equipment, technology, and software over the next three years?

The highest priority for equipment, technology and software of the next three years is securing those items on 2.4c that are necessary to keep our instructional equipment up to date.

Projector

1. Existing long throw projector is up to industry standards but is not applicable to scenic design.
 2. Projections are increasingly becoming a standard for use in theatres, and this equipment will enable us to better equip students with the skills to handle the equipment in professional settings, as well as how to appropriately implement their use. While Burbank has a high quality, long-throw projector, that projector is not appropriate for theatrical scenic design because the built scenic elements and actors cast shadows on the projection.
 3. The quote does not include the cost of installation. Installation can be done by Theatre Arts.
 4. This request will not require the assistance of Facilities, Custodial, IT, etc.
 5. This quote includes all costs (i.e., shipping, tax).
- 1.

Revolve Turntable

1. Existing equipment is not up to standards. We do not have a revolve turntable.
2. Automating scenic units in the theatre are an industry standard, and this equipment will allow our department to instruct students in their safe and practical use.

3. The quote does not include the cost of installation. Installation can be done by Theatre Arts.
4. This request will not require the assistance of Facilities, Custodial, IT, etc.
5. This quote includes all costs (i.e., shipping, tax).

Blacklight Cannons

2. Existing equipment is not up to standards. We do not have any blacklight cannons.
3. Special effects on stage are a critical learning opportunity for students, and this equipment will allow our department to instruct students in their safe and practical use.
4. The quote does not include the cost of installation. Installation can be done by Theatre Arts.
5. This request will not require the assistance of Facilities, Custodial, IT, etc.
6. This quote includes all costs (i.e., shipping, tax).

Musician chairs

***Please note that every item on our Instructional Equipment Request/ITG form is used in Burbank Auditorium and therefore used by SRT, Music, Dance and College events. These items supplement the facility and our program, but also serve the larger District community.**

2.4c Instructional Equipment Requests

Rank	Location	SP	M	Item Description	Qty	Cost Each	Total Cost	Requestor	Room/Space	Contact
0001	Santa Rosa	01	01	Martin Mac 10 Moving Lights	4	\$12,000.00	\$48,000.00	James Newman	Burbank Costume Studio 112	Coleen Scott-Trivett
0002	ALL	01	01	ETC Ion Lighting Console	1	\$14,000.00	\$14,000.00	James Newman	Burbank Main Stage 161	Justin Smith
0003	Santa Rosa	01	01	Heavy Duty Turntable with Rotating Outlet	1	\$5,125.00	\$5,125.00	James Newman	Burbank Main Stage 161	Justin Smith
0004	Santa Rosa	01	01	Short Throw Projector	2	\$39,000.00	\$78,000.00	James Newman	Burbank Main Stage 161	Justin Smith
0006	Santa Rosa	01	01	Laptop (PC) (must be networked or wifi hot spot)	1	\$0.00	\$0.00	James Newman	Theatre Windsor Warehouse	Coleen Scott-Trivett
0007	Santa Rosa	01	01	Hard Drive to back up inventory tracking system	1	\$0.00	\$0.00	James Newman	Theatre Windsor Warehouse	Coleen Scott-Trivett
0008	Santa Rosa	01	01	Black Light Cannons: 2 narrow beam, 2 flood lens	4	\$3,875.00	\$15,500.00	James Newman	Burbank Main Stage 161	Justin Smith
0009	Santa Rosa	01	01	Comulex C5X Ironing Tables	2	\$2,350.00	\$4,700.00	James Newman	Burbank Costume Studio 112	Coleen Scott-Trivett
0010	Santa Rosa	02	01	Orchestra Pit Musician Chair	12	\$375.00	\$4,500.00	James Newman	Burbank Orchestra Pit 133	Justin Smith
0011	ALL	01	01	Snow Machines	2	\$4,000.00	\$8,000.00	James Newman	Burbank Main Stage 161	Justin Smith

2.4d Non-Instructional Equipment and Technology Requests

Rank	Location	SP	M	Item Description	Qty	Cost Each	Total Cost	Requestor	Room/Space	Contact
0001	Santa Rosa	08	01	Box Truck	1	\$50,000.00	\$50,000.00	James Newman	Burbank	James Newman

2.4f Instructional/Non-Instructional Software Requests

Rank	Location	SP	M	Item Description	Qty	Cost Each	Total Cost	Requestor	Room/Space	Contact
------	----------	----	---	------------------	-----	-----------	------------	-----------	------------	---------

2.5a Minor Facilities Requests

Rank	Location	SP	M	Time Frame	Building	Room Number	Est. Cost	Description
0001	ALL	00	00	Urgent	Burbank	161 Main Stage	\$0.00	Replace particulate sensors so we can have theatrical haze and not incur fire alarms
0002	ALL	00	00	Urgent	Burbank		\$0.00	All roof leaks for water damage in ceilings
0003	ALL	00	00	2-3 Yr	Burbank		\$0.00	South hallway to Lobby Door has a sidelight window. Replace this with one large 4' fire rated door

2.5b Analysis of Existing Facilities

UPDATE 2022 Theatre Arts Department

Burbank Remodel and Addition of the Studio Theatre

Theatre Arts is thrilled to report that after many years bemoaning the state of Burbank Auditorium in this document, that now this dear old WPA-built matron is fully remodeled with the addition of a Studio Theatre. Theatre Arts is extremely grateful to the district for putting this project first and for demonstrating its commitment to the performing arts.

The remodeled Burbank includes:

- Remodeled Front of Stage
- Remodeled Rake of Audience, raising audience to increase visibility.
- Widening and shortening of Theatre House for acoustic and visibility improvement
- Remodeled Booth (with lift)
- Add manual Orchestra Pit Cover
- Acoustic Retrofit
- Replacement of seats
- Replacement of flooring under seating
- Repainted and repaired house walls
- Replaced stage subflooring and deck
- Added Rehearsal Space
- Added Studio Theatre
- Expanded Lobby
- Added Green Room
- Added Dressing Room
- Added Design Lab
- Added Scene Shop Spray Booth
- Enlarged Box Office
- Added House Management/Stage Management Office
- Expanded Public Restrooms
- Remodeled and Expanded Loading Dock
- Added Dye Area with OSHA Standards for fabric dye ventilation
- Added adjunct office space
- Expanded Terrace (also possible event space)
- Overall, bring the facility up to OSHA and ADA compliance

3.1 Academic Quality

Ensuring Quality of Courses

Theatre Arts provided an Anti-Racist Theatre workshop to faculty and staff. Our season of plays is chosen to be culturally responsive, to include plays by artists of color and to reflect diverse and underrepresented populations. An example of this would be the Fall 2022 production of “Stand and Deliver.” We hired a cultural advisor (an alum) and a Latinx dialect coach. The department conducted extensive outreach to the Latinx population, including Adelante, MECha, Puente, Roseland University Prep and other local high schools, which resulted in a cast of diverse actors and numerous student groups attending the production (some at no cost to the student or their program).

Theatre Arts would like to explore underwriting and sponsorship opportunities to help fund cross-disciplinary projects and to expand opportunities for students to develop their work within our program.

Inspiring and Preparing Students for Transfer, Degree and Certificate Completion

Each Fall, the Department Chair and other instructors visit every THAR class to inform our students about our five certificates and two majors. Our website has pages dedicated to our certificates and majors that include inspirational videos by alums. In the spring semester, faculty work with individual students to complete their certificate applications and track students’ progress on their AA and AA-T.

3.2 Student Success and Support

Provide students with services, programs, and events in support of basic needs and educational goals to reduce student success equity gaps:

When designing the remodeled Burbank Auditorium, the faculty and staff prioritized the creation of SRJC’s first-ever Green Room, which is a space that actors and crew occupy when not on stage. This Green Room is used throughout the day, evenings, and weekends by our students. They are provided with a student refrigerator, sink, microwave, utensils, tables, chairs, sofas and charging stations. In addition, we coordinate with Student Government on the continual delivery of free snacks and students can contribute to a student-funded coffee fund. This space—although modest—meets many of their basic needs by providing a safe space where all our students can study, rest, socialize, and eat.

Provide all students with comprehensive learning opportunities:

Extracted from the Theatre Mission Statement on our website:

- “We have a long-standing commitment to provide programs of cultural enrichment for the student and the community. We are committed to providing a diverse multicultural theatre experience.”
- “We foster a profound awareness of cultural diversity, a deep commitment to individual education, self-worth, and training”.

Twenty-six years ago the program made a serious commitment to diversity in the selection of our main-stage season and through outreach to campus organizations such as EOPS, HEP, Puente, the SRJC Museum, Disability Resources, Adelante, the ASL Department, the Black Student Union, and many others, we have made our best effort to cast diverse shows with appropriate representation. To date the yearly program has produced three Native American Premieres (two in collaboration with Greg Sarris), six Latinx plays, two African American plays, several multicultural scripts, one ASL focused play, a neuro-diverse focused play and several LGBTQ+-themed plays.

For example, fall 2022, Theatre Arts produced *Stand and Deliver*, which is based on the film from the 1980s about Jaime Escalante, the math teacher from East LA that transformed the lives of predominantly Latinx students. Our production featured a talented and diverse cast, as well as a Latinx assistant director/cultural advisor, leading actor/alumnus/guest artist, dialect coach, and makeup artist. The production was dedicated to local math teacher Roberto Ramirez. Outreach was significant and resulted in large groups of Latinx students attending, including groups from ESL, HEP, Puente and MECHA. We cross-promoted the production with HERENCIA.

We also sent out free tickets to all of the ESL classes at the local high schools as well as \$5.00 tickets for the local high school theatre classes.

The program updated THAR 6 Multicultural Perspectives in American Theatre course, bringing the content to currency and adding it to the Ethic Studies program offerings.

Thanks to support from DRD, we were able to offer approximately two ASL-interpreted performances during most school years until the COVID pandemic.

3.3 Responsiveness to Our Community

Offer SRJC programming that impacts all members of our community.

Theatre Arts season of plays is chosen to be culturally responsive, to include plays by artists of color and to reflect diverse and underrepresented populations. An example of this would be the Fall 2022 production of “Stand and Deliver.” We hired a cultural advisor (an alum) and a Latinx dialect coach. Three of the student designers were artists of color. The department conducted extensive outreach to the Latinx population, including Adelante, MECha, Puente, Roseland University Prep and other local high schools, which resulted in a cast of diverse actors and

numerous student groups attending the production (some at no cost to the student or their program).

Spring 2022, we produced “The Curious Incident of the Dog in the Night-Time,” which focusses on a neuro-diverse leading character. The actor who played the role was neuro-diverse, as were several other cast members. We brought in specialists from Disability Resources to speak to the cast and crew and held post-show discussion.

In addition, each Fall semester, Theatre Arts offers THAR 6 Multicultural Perspectives in American Theatre, which focusses on the theatrical traditions and dramatic literature of African American, Latinx, Asian American, Native American, and Arab American artists.

Pre-pandemic, Theatre Arts regularly attended the Kennedy Center/American College Theatre festival. We plan to do so again in Spring 2024. The department encourages the inclusion of students from underrepresented groups for whom this outstanding regional festival can be life-changing.

A goal for Fall 2023 is to review our department mission statement and statement of inclusion to ensure equitable access.

3.4 Campus Climate and Culture

Formalize a campus climate that is culturally aware and prioritizes efforts in support of inclusion, diversity, equity, antiracism, accessibility (IDEAA).

Theatre Arts season of plays is chosen to be culturally responsive, to include plays by artists of color and to reflect diverse and underrepresented populations. An example of this would be the Fall 2022 production of “Stand and Deliver.” We hired a cultural advisor (an alum) and a Latinx dialect coach. Three of the student designers were artists of color. The department conducted extensive outreach to the Latinx population, including Adelante, MECha, Puente, Roseland University Prep and other local high schools, which resulted in a cast of diverse actors and numerous student groups attending the production (some at no cost to the student or their program).

In addition, Theatre Arts has historically offered sign-language interpreted performances and is beginning the process of how to present specific performances for neuro-diverse and sight-impaired students and community members.

Spring 2022, we produced “The Curious Incident of the Dog in the Night-Time,” which focusses on a neuro-diverse leading character. The actor who played the role was neuro-diverse, as were several other cast members. We brought in specialists from Disability Resources to speak to the cast and crew and held post-show discussion.

Theatre Arts faculty and staff participated in an Anti-Racist Theatre training, led by Nicole Brewer.

3.5 Establish a Culture of Sustainability

Department of Theatre and Fashion

We received two CTEA Grants in the amounts of \$60,000 and \$92,000 which have allowed us to replace almost all of our incandescent theatrical lighting instruments with LED Color Changers and LED Moving Lights. As generous as these grants have been, and as many instruments as we have had the good fortune to purchase, it is likely that more instruments will be necessary to stock both the new Burbank Mainstage and the new Studio Theatre.

The FF&E for the remodeled Burbank Auditorium, Studio Theatre, and support classrooms and labs is being chosen with energy efficiency in mind. For instance, the college already purchased energy efficient washers and dryers for our swing space Costume Lab. The Lark Temps, where our classes and offices are temporarily held, has sustainable lighting fixtures and timed switches. In addition, the new Burbank refrigerators will replace outdated and energy-inefficient older models.

Theatre Arts has historically always been focused on sustainability: we recycle, reuse and repurpose a vast array of set pieces, flats, props, costumes and wigs from existing stock. This includes reducing many set pieces back down to reusable lumber and hardware. We even reuse screws, which the students end up sorting at the end of the year.

Fall 2017, we were given a large donation of wedding dresses. We have upcycled those dresses (via dying, restyling and additions) into our productions of *The Little Mermaid* and *Into the Woods*.

In response to Guy Tillotson's sustainability recommendations, we are looking into replacing our concession sales of water sold in plastic bottles with canned or boxed water.

4.1a Course Student Learning Outcomes Assessment

Courses with SLOs

As of July 2022, all Theatre Arts courses are updated via 6-year review and approved. All Theatre Arts courses have SLOs.

SLOs Assessments Completed/In Process

The Theatre Arts yearly program has completed 103 of 104 assessments (99.04%)

The overall department progress is 91.55%.

The COVID pandemic resulted in the closure of all theatres world-wide, including at SRJC. The Theatre Arts Department quickly pivoted to teaching not only all our courses online (including unlikely courses like Stagecraft, which require equipment), but also to producing a full season of plays on Zoom. These plays and musicals were performed live, complete with design elements like virtual backgrounds, costumes, props, and sound cues. The learning experience was excellent for all involved, although exhausting and even more time-consuming than live, traditional theatre.

Now that we are back in our beautifully remodeled Theatre building, producing fully mounted, technically brilliant productions, we are finally able to begin assessing the effectiveness of our courses and instruction in the conditions for which the courses were written.

2022-2023 proved to be a successful year for Theatre Arts, with four outstanding shows and two showcases. Because we were able to continue instruction online throughout the pandemic and because we have had the last 1.5. years back in Burbank, our enrollment numbers are solid and increasing and students have been able to complete their certificates and AA/AA-T. (Spring 2023 = at least 7 degrees and 11 certificates).

In other words, we are back!

4.1b Program Student Learning Outcomes Assessment

All certificates were assessed fall 2014.

In 2019, Theatre Arts submitted our five certificates and two majors for Program Review. While we heard that we needed to revitalize, we never received written feedback and suggestions for revitalization from the Program Review Committee or from the VP of Academic Affairs.

Then in 2020, the pandemic hit, and all of our instruction of this live performance art form was moved online to Zoom.

We are currently in the middle of Program Review again and will respond to feedback we received this spring (2023), which includes lowering the number of units required of each certificate and creating lower unit, stacking certificates.

MAJOR PROGRAM LEARNING OUTCOMES

Theatre Arts Major (AA) Program Learning Outcomes

Upon successful completion of this program students will be able to:

1. Develop self-awareness and confidence through creative expression;
2. collaborate and effectively communicate in a theatre setting;
3. demonstrate an understanding of time management, commitment, follow-through, and responsibility to achieve a common goal in a theatre setting;
4. creatively analyze, critique, and interpret works of theatrical art;
5. identify, summarize, compare and contrast the principal movements in World theatre history and literature;
6. serve in a production position to gain understanding of the collaborative and complex nature of a live performance;
7. demonstrate an understanding of and empathy for the racial, ethnic, and cultural diversity of U.S. and World theatre; and
8. utilize current theatrical technology.

Theatre Arts for Transfer Major (AA - T) Program Learning Outcomes

Upon successful completion of this program students will be able to:

1. Develop self-awareness and confidence through creative expression;
2. collaborate and effectively communicate in a theatre setting;
3. demonstrate an understanding of time management, commitment, follow-through, and responsibility to achieve a common goal in a theatre setting;
4. creatively analyze, critique, and interpret works of theatrical art;
5. identify, summarize, compare and contrast the principal movements in World theatre history and literature;
6. demonstrate an understanding of the collaborative and complex nature of a live performance through serving in a production position;
7. demonstrate an understanding and awareness of the racial, ethnic, and cultural diversity of U.S. and World theatre; and
8. utilize current theatrical technology.

CERTIFICATES OF ACHIEVEMENT - PROGRAM LEARNING OUTCOMES

Acting Certificate

Upon completion of this program:

Outcome 1: The Theatre Arts (Acting) Student will be able to audition for a production using fundamental techniques of voice, movement, and the actor's craft.

Outcome 2: The Theatre Arts (Acting) Student will be able to perform for the stage using fundamental techniques of voice, movement, and the actor's craft.

Outcome 3: The Theatre Arts (Acting) Student will be able to perform special acting styles such as: non-realism, Shakespeare, period movement and acting for the camera.

Outcome 4: The Theatre Arts (Acting) Student will be able to demonstrate a basic understanding of technical theatre and be able to participate in back stage functions of the theatre.

Outcome 5: The Theatre Arts (Acting) Student will be able to draw upon knowledge of theatre history and literature when creating a theatrical performance.

Costume Certificate

Upon completion of this program:

Outcome 1: The Theatre Arts (Costuming) Student will be able to demonstrate knowledge of and ability to work with common materials, equipment, and techniques when constructing theatrical costumes and accessories.

Outcome 2: The Theatre Arts (Costuming) Student will be able to apply fundamental techniques of Wardrobe management when participating in the backstage functions of a performance.

Outcome 3: The Theatre Arts (Costuming) Student will be able to demonstrate basic skills in one or more of the following areas of specialization: wardrobe maintenance, safe application and use of shop equipment and tools, fabric composition and modification, draping, flat pattern drafting and manipulation, costume construction and dressmaker details, fittings and alterations, millinery techniques, understructures, footwear, masks, armor, jewelry, and makeup and hair design.

Outcome 4: The Theatre Arts (Costuming) Student will have basic artistic knowledge of Costume and Makeup Design as a collaborative entity of a theatrical production.

Outcome 5: The Theatre Arts (Costuming) Student will be able to draw upon knowledge of theatre history and literature when constructing theatrical elements.

Outcome 6: The Theatre Arts (Costuming) Student will be able to perform for the stage at a beginning level using fundamental techniques of voice, movement, and the actor's craft.

Stage Makeup Certificate

Upon completion of this program:

Outcome 1: The Theatre Arts (Makeup) Student will be able to demonstrate knowledge of and ability to, analyze and interpret appropriate styles, color, and texture choices for a scripted character.

Outcome 2: The Theatre Arts (Makeup) Student will be able to apply fundamental techniques of makeup and hair application when participating in the backstage functions of a performance.

Outcome 3: The Theatre Arts (Makeup) Student will be able to demonstrate basic skills in one or more of the following areas of specialization: appropriate skin care analysis, creation of character makeup by application of highlight and lowlight painting techniques, three-dimensional prosthetic techniques, facial hair application, wig and hair styling.

Outcome 4: The Theatre Arts (Makeup) Student will have a basic artistic knowledge of Costume and Makeup Design as a collaborative entity of a theatrical production.

Outcome 5: The Theatre Arts (Makeup) Student will be able to draw upon knowledge of theatre history and literature when designing and/or applying stage makeup.

Outcome 6: The Theatre Arts (Makeup) Student will be able to perform for the stage at a beginning level using fundamental techniques of voice, movement, and the actor's craft.

Theatre Management Certificate

Upon completion of this program:

Outcome 1: The Theatre Arts (Management) Student will be able to demonstrate basic skills in one or more of the following areas of specialization: stage management, assistant stage management, house management, production management, box office management, or theatre management.

Outcome 2: The Theatre Arts (Management) Student will be able to apply fundamental techniques of theatrical management when participating in the backstage or front of house functions of a performance.

Outcome 3: The Theatre Arts (Management) Student will be able to apply fundamental techniques of stagecraft and costuming when participating in the backstage functions of a performance.

Outcome 5: The Theatre Arts (Management) Student will be able to draw upon knowledge of theatre history and literature when managing theatrical performances.

Outcome 6: The Theatre Arts (Management) Student will be able to perform for the stage at a beginning level using fundamental techniques of voice, movement, and the actor's craft.

Stagecraft Certificate

Upon completion of this program:

Outcome 1: The Theatre Arts (Stagecraft) Student will be able to demonstrate knowledge of and ability to work with lighting and scenery design plans.

Outcome 2: The Theatre Arts (Stagecraft) Student will be able to demonstrate knowledge of and ability to work with common materials and techniques when constructing theatrical elements.

Outcome 3: The Theatre Arts (Stagecraft) Student will be able to apply fundamental techniques of stagecraft when participating in the backstage functions of a performance.

Outcome 4: The Theatre Arts (Stagecraft) Student will be able to demonstrate basic skills in one or more of the following areas of specialization: running crew, lighting hang and focus, scenic carpentry, welding and/or scenic painting, and audio set up and routing.

Outcome 5: The Theatre Arts (Stagecraft) Student will be able to draw upon knowledge of theatre history and literature when constructing theatrical elements.

Outcome 6: The Theatre Arts (Stagecraft) Student will be able to perform for the stage at a beginning level using fundamental techniques of voice, movement, and the actor's craft.

4.1c Student Learning Outcomes Reporting

Type	Name	Student Assessment Implemented	Assessment Results Analyzed	Change Implemented
Course	THAR 1 World Theatre	Spring 2014	Spring 2014	Fall 2014
Course	THAR 10A Intro to Acting	Fall 2010	Fall 2010	Spring 2011
Course	THAR 10B Acting Fundamentals	Spring 2014	Spring 2014	Fall 2013
Course	THAR 11.1 Perf: Non Musical	Spring 2014	Spring 2014	Fall 2013
Course	THAR 11.2 Performance: Musica	Spring 2013	Spring 2013	Fall 2013
Course	THAR 11.3 Perf: Musical-Dance	Spring 2013	Spring 2013	Fall 2013
Course	THAR 11.4 Perf: Musical-Vocal	Spring 2013	Spring 2013	Fall 2013
Course	THAR 11.5 Perf: Musical-Instr	Fall 2014	Fall 2014	Fall 2015
Course	THAR 11.8 Perf: Dance Concert	Spring 2014	Spring 2014	Spring 2015
Course	THAR 13.1 Perf Workshop Styles	Spring 2014	Spring 2014	Spring 2015
Course	THAR 13.2 Perf Wkshp: Shakespe	Fall 2013	Fall 2013	Fall 2014
Course	THAR 17 Mus Theatre Techniques	N/A	N/A	N/A
Course	THAR 19 Movement and Improv	Spring 2014	Spring 2014	Fall 2014
Course	THAR 2 Intro to Theatre Arts	Spring 2014	Spring 2014	Fall 2014
Course	THAR 20 Stagecraft	Spring 2012	Spring 2012	Fall 2012
Course	THAR 21 Intro to Costuming Tec	Spring 2012	Spring 2012	Fall 2012
Course	THAR 22A Intro-Makeup	Spring 2012	Spring 2012	Fall 2012
Course	THAR 22B Intermediate Makeup	Spring 2012	Spring 2012	Fall 2012
Course	THAR 23 Intro to Scenic Design	Fall 2013	Fall 2013	Fall 2015
Course	THAR 24 Prod Workshop: Design	Fall 2012	Fall 2012	Fall 2014
Course	THAR 25 Production Lab: Gen	Spring 2013	Spring 2013	Fall 2013
Course	THAR 25.1 Prod Lab Costume Cre	Spring 2013	Spring 2013	Fall 2013
Course	THAR 25.2 Prod Lab: Running C	Spring 2013	Spring 2013	Fall 2013
Course	THAR 25.3 Prod House Staff	Spring 2013	Spring 2013	Fall 2013
Course	THAR 25.4 Prod Makeup Crew	Spring 2013	Spring 2013	Fall 2013
Course	THAR 25.5 Prod Construction	Spring 2013	Spring 2013	Fall 2013
Course	THAR 26 Theatrical Lighting	Spring 2013	Spring 2013	Spring 2014

Type	Name	Student Assessment Implemented	Assessment Results Analyzed	Change Implemented
Course	THAR 27 Properties Workshop	Spring 2012	Spring 2012	Fall 2012
Course	THAR 28 Intro Costume Design	Fall 2012	Fall 2012	Spring 2013
Course	THAR 42 Dance-Theatre Workshop	N/A	N/A	N/A
Course	THAR 49 Ind Study in Theatre	Spring 2013	Spring 2013	Fall 2014
Course	THAR 50 Intro Theatre Mgmt	Fall 2013	Fall 2013	Fall 2014
Course	THAR 50L Theatre Mgmt Lab	Spring 2013	Spring 2013	Fall 2013
Course	THAR 6 Multicultural Theatre	Fall 2013	Fall 2013	Spring 2014
Course	THAR 63 Act Film, TV, & Voice	Spring 2014	Spring 2014	Spring 2014
Course	THAR 81A Opera Performance 1	Fall 2013	Fall 2013	Fall 2014
Certificate/Major	Acting Certificate	Fall 2014	Fall 2014	N/A
Certificate/Major	Costuming Certificate	Spring 2013	Fall 2013	N/A
Certificate/Major	Makeup Certificate	Spring 2013	Fall 2013	N/A
Certificate/Major	Management Certificate	Spring 2013	Fall 2013	N/A
Certificate/Major	Stagecraft Certificate	Spring 2013	Fall 2013	N/A
Certificate/Major	Theatre Arts Major (AA)	Fall 2014	Fall 2014	N/A
Certificate/Major	Theatre Arts Major (AA-T)	Fall 2014	Fall 2014	N/A

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
THAR 1			X				X	X		X	X		X	X	X	
THAR 10A				X	X		X	X	X		X	X		X		X
THAR 10B				X	X		X	X	X		X	X		X		X
THAR 11.1 THAR 11.2				X	X		X	X	X		X	X	X	X	X	X
THAR 13 .1A			X	X	X		X	X	X	X	X	X	X	X	X	X
THAR 13.2A			X	X	X		X	X	X	X	X	X	X	X	X	X
THAR 19				X		X	X	X	X			X		X		X
THAR 2			X				X	X			X	X		X		
THAR 20		X		X			X	X		X	X	X				X
THAR 21A		X	X	X	X		X	X	X	X	X	X				X
THAR 24		X					X				X	X				
THAR 6			X				X	X			X		X	X	X	

4.2b Narrative (Optional)

5.0 Performance Measures

Theatre Arts' four mainstage shows draw an average audience of 13,000 a year. Our box office revenues allow us to continue to produce top-notch theatre with high production values and to pay royalties, student and staff designers and production costs. Theatre Arts earns approximately 87% of our operating costs through tickets sales.

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

Balanced Program Offering

Theatre Arts fully utilizes both evening and weekend hours in Burbank Auditorium on the Santa Rosa Campus. Our schedule is balanced, with courses offered M-F during the day, Monday evenings, and with M-F nights and weekends reserved for rehearsals and performances.

Geographic Distribution

We cannot geographically diversify because we need a facility that supports live performance, including all support labs like the Costume Studio and Scene Shop.

Alternative Delivery Modes

We offer alternative delivery modes: two GE, synchronous, online classes: THAR 1 World Theatre Thorough Time and THAR 6 Multicultural Perspectives in American Theatre.

Unmet Course Demand

A course demand that is not being met on a regular basis is THAR 17 Musical Theatre Techniques. The course needs to be restructured, to accommodate the need for a paid accompanist.

Enrollment Trends

The fires, Burbank Remodel and move to swing space (including moving our mainstage productions to local high schools) and then the pandemic and cancellation of all theatrical activity have all effected enrollments. However, over the 2022-2023 academic year, we have seen a steady increase in student interest. For example, 97 students showed up for our spring auditions.

Marketing/Outreach

To increase enrollments, we have increased our outreach to local high schools, on-campus Latinx organizations, Adelante, and we are giving more tours of Burbank and offering even more \$5 tickets (and often comps) to all local high school students. We have also increased our presence on social media and now advertise our productions on Pandora.

OTHER CLASS SCHEDULE INFORMATION

- Recognizing that students in related fields such as Fashion, Film, and Dance would benefit from enrolling in specific Theatre Arts courses, we have begun discussions with other departments in regard to scheduling. In addition, we are joining forces with other disciplines in the development of courses that will benefit students in both areas. As an example, ENGL 11 Introduction to Dramatic Literature, will now fill a much needed hole in our curriculum as a comparable Script Analysis course for transfer students.

In general, enrollments in THAR 1, THAR 2, and THAR 6 (GE transferable) continue to grow each semester. We have increased the wait lists on many of our acting and technical classes to accommodate student interest.

5.2a Enrollment Efficiency

Enrollment Efficiency has fluctuated since 2017 due to the effects of the devastating wildfires, the Burbank remodel and our move to swing spaces, and finally the COVID pandemic, which shuttered all theatrical activity around the globe for 2.5 years. Theatres were the first to close and the last to open. Theatre is a LIVE activity, and teaching a performing art on Zoom has tremendous limitations. Audiences are still tentative about returning. Global attendance is down by 25%.

The data available includes the pandemic, and is therefore not indicative of our current status. But even given that, while we had an expected all time low of 39.5% spring 2021, we nearly doubled that fall 2021, 64.6%! And that was before we were back performing live. Our spring 2023 enrollments have been strong and as of this writing, fall 2023 is looking great.

- While the numbers for the Theatre Arts program are below the campus average, this is accounted for by the fact that **Theatre Arts offers many courses that have multiple sections--sections that are not loaded.** This is to allow for our acting and technical students to enroll in the correct unit load/hours for their assignment working while working on one of our shows and for repeatability. For instance, some actors cast in a show may be enrolled for only one unit while others will be enrolled in three units. Only the three-unit section is loaded. The one-unit section may have only one student enrolled. Examples include:

THAR 25, 25.1, 25.2, 25.3, 25.4, 25.5

THAR 11.1, 11.2, 11.3, 11.4, 11.8

THAR13.1B, 13.2B, 13.1BL, 13.2BL (NO PAY Sections)

THAR 29L

THAR 81A

THAR 11.5B (NO PAY Section)

THAR 21B (NO PAY Section)

THAR 121.1, 121.2, 121.3, 121.4 (NO PAY Sections)

THAR 127.1, 127.2, 127.3, 127.4 (NO PAY Sections)

- In addition, Theatre Arts is a **specialized program that requires classes with smaller enrollments.** For instance, we offer set and lighting design classes that typically have small enrollments due to the specialization of the discipline and pedagogy and advanced acting classes that require intensive one-on-one instruction. Enrollment in our makeup classes is limited by the number of makeup stations in the classroom. Enrollment in our costuming class is limited to the number of sewing stations in the classroom. Space is also an issue for our set design class. In addition, the cast sizes for our various productions effect enrollment. While we try to choose shows that have large casts, this is not always possible due to increased production costs.

- The following courses are offered twice a year, even when enrollment is smaller than normal, because they serve dual curricular functions - they are both key foundation courses and they are also linked to our production program:

THAR 20 (and corresponding THAR 25.5 section for Construction Skill)

THAR 21A (and corresponding new course THAR 121.3, THAR 25, or 25.1 section for Construction Skill)

THAR 22 (and co-requisite of THAR 25.4)

THAR 26 and THAR 27 are only offered once a year, but the DHR requirement for the class is linked to the production program. There is currently a corresponding THAR 25.5 section as well, offered both semesters.

- These courses are offered every other year in rotation. They are all in the TMC AA for transfer, local AA and/or are core requirements in one or more certificates; they also serve students with different focus areas. Therefore, they need to be offered at least once every other year, even when enrollment is low.

THAR 23

THAR 24

THAR 28

Santa Rosa Campus

Discipline	X2018	F2018	S2019	X2019	F2019	S2020	X2020	F2020	S2021	X2021	F2021	S2022
------------	-------	-------	-------	-------	-------	-------	-------	-------	-------	-------	-------	-------

Theatre Arts	0.0%	51.2%	52.7%	0.0%	57.1%	56.8%	0.0%	55.6%	39.5%	0.0%	64.6%	
--------------	------	-------	-------	------	-------	-------	------	-------	-------	------	-------	--

Petaluma Campus (Includes Rohnert Park and Sonoma)

Discipline	X2018	F2018	S2019	X2019	F2019	S2020	X2020	F2020	S2021	X2021	F2021	S2022
------------	-------	-------	-------	-------	-------	-------	-------	-------	-------	-------	-------	-------

Theatre Arts	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	
--------------	------	------	------	------	------	------	------	------	------	------	------	--

Other Locations (Includes the PSTC, Windsor, and other locations)

Discipline	X2018	F2018	S2019	X2019	F2019	S2020	X2020	F2020	S2021	X2021	F2021	S2022
------------	-------	-------	-------	-------	-------	-------	-------	-------	-------	-------	-------	-------

Theatre Arts	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	
--------------	------	------	------	------	------	------	------	------	------	------	------	--

ALL Locations (Combined totals from ALL locations in the District)

Discipline	X2018	F2018	S2019	X2019	F2019	S2020	X2020	F2020	S2021	X2021	F2021	S2022
------------	-------	-------	-------	-------	-------	-------	-------	-------	-------	-------	-------	-------

Theatre Arts	0.0%	51.2%	52.7%	0.0%	57.1%	56.8%	0.0%	55.6%	39.5%	0.0%	64.6%	
--------------	------	-------	-------	------	-------	-------	------	-------	-------	------	-------	--

5.2b Average Class Size

Class sizes have fluctuated since 2017 due to the effects of the devastating wildfires, the Burbank remodel and our move to swing spaces, and finally the COVID pandemic, which shuttered all theatrical activity around the globe for 2.5 years. Theatres were the first to close and the last to open. Theatre is a LIVE activity, and teaching a performing art on Zoom has tremendous limitations. Audiences are still tentative about returning. Global attendance is down by 25%.

The data available includes the pandemic, and is therefore not indicative of our current status. But even given that, while we had an expected all time low of 5.7 spring 2021, we still more than doubled class size fall 2021, at 12.8! And that was before we were back performing live. Our spring 2023 enrollments have been strong and as of this writing, fall 2023 is looking great.

Please note:

- While the numbers for the Theatre Arts program are below the campus average, this is accounted for by the fact that **Theatre Arts offers many courses that have multiple sections--sections that are not loaded.** This is to allow for our acting and technical students to enroll in the correct unit load/hours for their assignment working while working on one of our shows and for repeatability. For instance, some actors cast in a show may be enrolled for only one unit while others will be enrolled in three units. Only the three-unit section is loaded. The one-unit section may have only one student enrolled. Examples include:

THAR 25, 25.1, 25.2, 25.3, 25.4, 25.5

THAR 11.1, 11.2, 11.3, 11.4, 11.8

THAR13.1B, 13.2B, 13.1BL, 13.2BL (NO PAY Sections)

THAR 29L

THAR 81A

THAR 11.5B (NO PAY Section)

THAR 21B (NO PAY Section)

THAR 121.1, 121.2, 121.3, 121.4 (NO PAY Sections)

THAR 127.1, 127.2, 127.3, 127.4 (NO PAY Sections)

- In addition, Theatre Arts is a **specialized program that requires classes with smaller enrollments.** For instance, we offer set and lighting design classes that typically have small enrollments due to the specialization of the discipline and pedagogy and advanced acting classes that require intensive one-on-one instruction. Enrollment in our makeup classes is limited by the number of makeup stations in the classroom. Enrollment in our costuming class is limited to the number of sewing stations in the classroom. Space is also an issue for our set design class. In addition, the cast sizes for our various productions effect enrollment. While we try to choose shows that have large casts, this is not always possible due to increased production costs.

- THAR 20 (and corresponding THAR 25.5 section for Construction Skill)
 THAR 21A (and corresponding new course THAR 121.3, THAR 25, or 25.1 section for Construction Skill)
 THAR 22 (and co-requisite of THAR 25.4)

- These courses are offered every other year in rotation. They are all in the TMC AA for transfer, local AA and/or are core requirements in one or more certificates; they also serve students with different focus areas. Therefore, they need to be offered at least once every other year, even when enrollment is low.

Santa Rosa Campus

Petaluma Campus (Includes Rohnert Park and Sonoma)

Other Locations (Includes the PSTC, Windsor, and other locations)

ALL Locations (Combined totals from ALL locations in the District)

[illegible]

5.3 Instructional Productivity

Instructional Productivity has fluctuated since 2017 due to the effects of the devastating wildfires, the Burbank remodel and our move to swing spaces, and finally the COVID pandemic, which shuttered all theatrical activity around the globe for 2.5 years. Theatres were the first to close and the last to open. Theatre is a LIVE activity, and teaching a performing art on Zoom has tremendous limitations. Audiences are still tentative about returning. Global attendance is down by 25%.

The data available includes the pandemic, and is therefore not indicative of our current status. Our spring 2023 enrollments have been strong and as of this writing, fall 2023 is looking great!

While the numbers for the Theatre Arts program are slightly below the campus average, this is accounted for by the fact that Theatre Arts is a specialized program that requires classes with smaller enrollments. For instance:

- Stagecraft and lighting classes must be kept small for safety reasons. While the properties classes can be slightly larger, there are safety concerns there as well.
- Design classes typically have small enrollments due to the specialization of the discipline and the need for regular one-on-one instruction.
- Intermediate/advanced acting classes require intensive one-on-one instruction so should remain smaller than beginning classes. (Instructors have taken on higher enrollments in recent years to offset lower enrollment in our technical/design courses, but this has created a significant workload burden on the instructors and limits the amount of personal coaching each student receives throughout the semester.)
- Our costuming and makeup classes have smaller enrollments that are based both on the number of workstations available for the students and the need for one-on-one instruction in those courses as well.

Santa Rosa Campus

Theatre Arts		X2018	F2018	S2019	X2019	F2019	S2020	X2020	F2020	S2021	X2021
F2021	S2022										
FTES	0.00	65.22	70.71	0.00	63.81	63.44	0.00	38.28	39.31	0.00	35.13
FTEF	0.00	6.52	6.15	0.00	5.94	5.92	0.00	4.43	5.91	0.00	4.87
Ratio	0.00	10.00	11.50	0.00	10.75	10.71	0.00	8.64	6.65	0.00	7.22

Petaluma Campus (Includes Rohnert Park and Sonoma)

[illegible]

Ratio	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
-------	------	------	------	------	------	------	------	------	------	------	------

Other Locations (Includes the PSTC, Windsor, and other locations)

Theatre Arts		X2018	F2018	S2019	X2019	F2019	S2020	X2020	F2020	S2021	X2021
	F2021	S2022									
FTES	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
FTEF	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Ratio	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00

ALL Locations (Combined totals from ALL locations in the District)

Theatre Arts		X2018	F2018	S2019	X2019	F2019	S2020	X2020	F2020	S2021	X2021
	F2021	S2022									
FTES	0.00	65.22	70.71	0.00	63.81	63.44	0.00	38.28	39.31	0.00	35.13
FTEF	0.00	6.52	6.15	0.00	5.94	5.92	0.00	4.43	5.91	0.00	4.87
Ratio	0.00	10.00	11.50	0.00	10.75	10.71	0.00	8.64	6.65	0.00	7.22

5.4 Curriculum Currency

As of spring 2023, all curriculum is current!

5.5 Successful Program Completion

Theatre Arts has always had a high rate of program completion, ranging from 84% to 86.5%, even during the pandemic.

Theatre Arts offers five Career Certificates and two Majors. Students successfully complete our program as evidenced by both transfer to other institutions and current work in the entertainment industry. Recent Theatre Arts students have:

- Transferred to UC Santa Barbara, UC Berkeley, UC Irvine, UC Davis, UCLA, SF State, Sonoma State, Boston Conservatory, Cal State Fullerton, Cal State Long Beach, and CSU Los Angeles.
- Been accepted to training programs at Circle in the Square theatre in New York, Cornish School of the Arts, London Academy of Music and Dramatic Art, and American Academy of Dramatic Art.
- Received their MFA from esteemed graduate programs.

- Performed, designed and/or served in a technical capacity for theatres throughout Sonoma County, including 6th Street Playhouse and Sonoma County Rep.
- Worked in the television and film industry in San Francisco, Los Angeles and Vancouver, B.C.
- Started a successful performing arts technical support business, providing equipment for rental and purchase.

Certificates:

This is a snapshot of spring 2023, when we have been back performing live in the Burbank theatres. This only includes students who have reached out to us, actual numbers are likely to be higher.

11 Certificates (Acting, Management, Stagecraft and Repertory Theatre)

Theatre Arts Transfer Majors:

This is a snapshot of spring 2023, when we have been back performing live in the Burbank theatres. This only includes students who have reached out to us, actual numbers are likely to be higher.

7 Degrees

Other Transfer Students:

Each year the Theatre Arts Dept. successfully transfers students to four-year institutions. Some of these students do not choose to complete an AA or certificate so their completion is not documented as easily. We are now in the process of developing methods to better capture that information.

An example of spring 2023 transfer institutions for Theatre Arts students:

UC Berkeley, UC San Diego and NYU.

Identifying Theatre Arts Students:

We conducted an informal survey of all of our Theatre Arts students in 2011. **Ninety students** stated that they are either **currently pursuing or are interested in pursuing a total of 129 certificates.**

We distributed the survey again in late Spring 2014 to a portion of the Theatre Arts classes. Of the 151 students surveyed, **50 stated that they are working on an AA or AA-Transfer in Theatre Arts; 69 students stated that they were working on one or more of the Theatre Arts certificates.**

We will also be evaluating the core courses for each certificate and seeking out ways of helping certificate students address basic skills needs (as they are a population that often slips through

the cracks in this regard).

Increasing Articulation of Courses: Theatre Arts is currently in the process of working with the Articulation Officer to establish additional articulation agreements throughout the state. At least 15 Theatre Arts courses now have C-ID designation.

Student Advising and Resources: Theatre Arts faculty stay informed about quality theatre programs throughout the state and beyond in order to provide students with the most current information about transfer institutions and professional training programs. In addition, faculty provide advising on career preparation, interviewing techniques, resume preparation and professional resources. During each academic year, the department strives to provide students with presentations and workshops by working professionals, as well as the opportunity to attend professional productions and important educational events like the annual American College Theatre Festival.

Department Meetings: The program holds department meetings once each month. We frequently discuss issues of retention and certificate completion.

Scholarships: We offer numerous scholarships for both continuing and transferring students.

Re-Entry Adults: Lately, we have noticed an increase in the number of re-entry adults taking our classes and working toward certificates. These students range from actors to stage managers to designers. We are examining ways to better serve their needs in a department that continues to be predominately fairly young.

5.6 Student Success

- **Retention rates** Slight dip in 2021 during COVID (also the semester we did not mount any productions, including on zoom) but otherwise a steady high rate of retention between 85-88%.
- **Successful course completion rate** Slight dip in spring 2020 during COVID (the semester we migrated to zoom) but otherwise a steady high rate of successful course completion between 84-86.5%.
- **Grade point averages** Consistently high due to the nature of producing theatre--most students tend to complete successfully ("the show must go on"), because those who are not able to, usually drop out early in the process. 3.33 to 3.48.

Student Equity Data

The Student Equity Data file for Theatre Arts for 21-22 was blank.

Our averages have not changed significantly over the past two years. We will be examining this data as a department, discussing any observed patterns, and identifying strategies those patterns that may be of concern. This project will complement the department's ongoing study

of certificate and major completion rates and concerns regarding an observed decrease in English basic skills for incoming students in recent years.

As a brief summary, the data appears to support our general observations:

- In general, male students appear to struggle with retention, completion and grade point averages more than female students.
- Last year we found that students in certain racial/ethnic populations - Black, Hispanic, Pacific Islander, Filipino- were more likely to struggle with completion and class performance (as reflected in grade point averages). We did not see a consistent pattern this year. For instance, Black students were the only minority group to have significantly lower retention and completion rates (other than a Native American sample of 1 student, which is inconclusive). Yet Black students' grade point averages were not significantly lower than the higher rates of the White students (average of three semesters for White students = 3.2, average for Black students = 2.78). The Pacific Islander and Filipino numbers are inconclusive due to small samples.
- Last year we found that students in the 26-45 age range, particularly those in the 31-35 age range are somewhat more likely to struggle with completion. These students are often juggling jobs and multiple responsibilities. This year only the 31-35 and 41-45 age ranges showed lower retention and completion rates.
- Last year we found that students who have been identified as Basic Skills students are more likely to struggle with completion and class performance as reflected by grade point averages, although they often thrive in skills-based courses such as those in Theatre Technology areas. This year Basic Skills students again showed lower retention, completion rates and grade point averages, although the numbers were significantly lower for Basic Skills English than Basic Skills Math (Math numbers are in the 70 range while English numbers are in the 38-50 range). This is most likely due to the greater need for reading and writing skills in Theatre Arts' courses, as opposed to math skills.
- This year we did not find any significant differences between BOG Eligible, DSPS, or College Status/Generational students and All Other Students in regards to retention, completion and grade point average.

Relationship to District Wide Totals:

In general our trends parallel district wide trends, although in general Theatre Arts' students are scoring higher in retention, completion and grade point averages than the district wide totals. In addition, district wide totals are similar for Basic Skills Math and English, while Theatre Arts Basic Skills English students scored lower in all areas.

What can our discipline faculty do to address the disparities we find in our data?

- **Systematically referring low performing students to support services such as the Tutorial Center:** This is something Theatre Arts faculty already do. But knowing that Basic Skills English students score consistently lower, we will put extra effort toward referring this population to services.
- **Invite a counselor into our classroom to promote information about student support services, and share information about special support programs such as EOPS, Puente, MESA, etc.:** Most Theatre Arts faculty provide information on student support services, but we can do much more to promote programs such as EOPS, Puente, and MESA. And

knowing that Basic Skills English students score consistently lower, we will put extra effort toward referring this population to services. Fall 2022 we did extensive outreach to the Latinx organizations on campus (and Adelante) for our auditions and performances of Stand and Deliver. This outreach was fruitful and resulted in a large, diverse cast of actors and many student groups attending our production.

- **Embedding study and research skills in your coursework:** Theatre Arts faculty already do a lot of this, as research is a critical component to Theatre Art's design, acting technique and history/literature. But knowing that Basic Skills English students score consistently lower, we will put extra effort toward referring this population to services.

5.6a Retention

Santa Rosa Campus

Discipline	X2018	F2018	S2019	X2019	F2019	S2020	X2020	F2020	S2021	X2021	F2021
S2022											
Theatre Arts	0.0%	86.8%	85.5%	0.0%	87.8%	80.0%	0.0%	87.2%	86.3%	0.0%	85.2%

Petaluma Campus (Includes Rohnert Park and Sonoma)

[illegible]

Other Locations (Includes the PSTC, Windsor, and other locations)

[illegible]

ALL Locations (Combined totals from ALL locations in the District)

Discipline	X2018	F2018	S2019	X2019	F2019	S2020	X2020	F2020	S2021	X2021	F2021
S2022											
Theatre Arts	0.0%	86.8%	85.5%	0.0%	87.8%	80.0%	0.0%	87.2%	86.3%	0.0%	85.2%

5.6b Successful Course Completion

Santa Rosa Campus

Discipline	X2018	F2018	S2019	X2019	F2019	S2020	X2020	F2020	S2021	X2021	F2021
S2022											
Theatre Arts	0.0%	84.9%	84.2%	0.0%	86.4%	78.8%	0.0%	86.5%	85.1%	0.0%	84.0%

Petaluma Campus (Includes Rohnert Park and Sonoma)

[illegible]

Other Locations (Includes the PSTC, Windsor, and other locations)

[illegible]

ALL Locations (Combined totals from ALL locations in the District)

Discipline	X2018	F2018	S2019	X2019	F2019	S2020	X2020	F2020	S2021	X2021	F2021
	S2022										
Theatre Arts	0.0%	84.9%	84.2%	0.0%	86.4%	78.8%	0.0%	86.5%	85.1%	0.0%	84.0%

5.6c Grade Point Average

Santa Rosa Campus

Discipline	X2018	F2018	S2019	X2019	F2019	S2020	X2020	F2020	S2021	X2021	F2021
	S2022										
Theatre Arts	0.00	3.36	3.33	0.00	3.34	3.53	0.00	3.48	3.42	0.00	3.47

Petaluma Campus (Includes Rohnert Park and Sonoma)

Discipline	X2018	F2018	S2019	X2019	F2019	S2020	X2020	F2020	S2021	X2021	F2021
	S2022										
Theatre Arts	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00

Other Locations (Includes the PSTC, Windsor, and other locations)

Discipline	X2018	F2018	S2019	X2019	F2019	S2020	X2020	F2020	S2021	X2021	F2021
	S2022										
Theatre Arts	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00

ALL Locations (Combined totals from ALL locations in the District)

Discipline	X2018	F2018	S2019	X2019	F2019	S2020	X2020	F2020	S2021	X2021	F2021
	S2022										
Theatre Arts	0.00	3.36	3.33	0.00	3.34	3.53	0.00	3.48	3.42	0.00	3.47

5.7 Student Access

Extracted from the Theatre Mission Statement on our website:

“We have a long-standing commitment to provide programs of cultural enrichment for the student and the community. We are committed to providing a diverse multicultural theatre experience.”

“We foster a profound awareness of cultural diversity, a deep commitment to individual education, self-worth, and training”.

The current student diversity data for Theatre Arts is:

ALL Locations (Combined totals from ALL locations in the District)

Ethnicity	2018-19	Percent	2019-20	Percent	2020-21
	Percent	2021-22	Percent		
White	412	50.4%	395	52.7%	281
	55.6%				268

Asian	26	3.2%	18	2.4%	11	2.3%	17
3.5%							
Black	28	3.4%	18	2.4%	9	1.9%	16
Hispanic	192	23.5%	146	19.5%	101	21.2%	112
23.2%							
Native Amer	2	0.2%	1	0.1%		20.4%	0
0.0%							
Pacific Islander	0		0	0.0%		00.0%	0
0.0%							
Filipino	6	0.7%	12	1.6%	3		0.6%
Other NW	85	10.4%	63	8.4%	27	5.7%	30
6.2%							
Decline to state	66		8.1%	96	12.8%	43	9.0%
7.5%							
ALL Ethnicities	817	100.0%	749	100.0%	477	100.0%	482
							100.0%

Gender	2018-19		2019-20		2020-21	
Percent	2021-22	Percent	Percent	Percent	Percent	Percent
Male	312	38.2%	301	40.2%	177	37.1%
33.8%						
Female	460	56.3%	415	55.4%	274	57.4%
59.1%						
Unknown	45	5.5%	33	4.4%	26	5.5%
7.1%						
ALL Genders	817	100.0%	749	100.0%	477	100.0%
						482
						100.0%

Age Range	2018-19		2019-20		2020-21	
	2021-22	Percent	Percent	Percent	Percent	Percent
0 thru 18	183	22.4%	132	17.6%	85	17.8%
19.1%						
19 and 20	249	30.5%	301	40.2%	127	26.6%
29.3%						
21 thru 25	222	27.2%	167	22.3%	134	28.1%
25.7%						
26 thru 30	60	7.3%	43	5.7%	39	8.2%
31 thru 35	36	4.4%	16	2.1%	30	6.3%
36 thru 40	17	2.1%	19	2.5%	8	1.7%
2.5%						
41 thru 45	13	1.6%	5	0.7%	12	2.5%
0.8%						
46 thru 50	10	1.2%	10	1.3%	9	1.9%
0.8%						
51 thru 60	21	2.6%	35	4.7%	11	2.3%
1.7%						
61 plus	6	0.7%	21	2.8%	22	4.6%
3.7%						
ALL Ages	817	100.0%	749	100.0%	477	100.0%
100.0%						482

* The number of Hispanic students has increased significantly over the past ten years, as it has District-wide.

5.8 Curriculum Offered Within Reasonable Time Frame

All courses for the Theatre Arts majors and all certificates are offered within a reasonable time frame as required by Title 5. Budget cuts are, of course, making this more difficult. We have started offering electives for our career certificates every other semester and a worse case scenario, once every two years.

5.9a Curriculum Responsiveness

The Theatre Arts curriculum responds to changing student, community and industry needs by remaining current in terms of season selection and relevant topics within the field. Theatre Arts has fully complied with the state requirement that every general education course include objectives related to gender, global perspectives and American cultural diversity.

Advisory Committee

- 7 members
- All represent industry, none are associate faculty
- Diversity of Committee Members: We have committee members that are African American, Latinx and female, in addition to white males, and they represent the diversity of the field in which students will be entering. We are currently searching for a woman of color to represent the Costuming and Makeup certificates.
- We review curriculum changes with our advisory committee every meeting.
- One of our committee members teaches at UC Berkeley and one teaches at Santa Clara University.

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

Theatre Arts Department

Not needed

5.10 Alignment with Transfer Institutions (Transfer Majors ONLY)

The Theatre Arts Major was implemented Fall 2011.

The Theatre Arts TMC was approved by the Chancellor's Office in Spring 2014 and implemented Fall 2015.

In Spring 2013, the Department Chair completed a detailed study of current curriculum offerings at all CSUs and UCs offering theatre courses. While there is still considerable variation throughout the state regarding what constitutes lower division coursework, our curriculum aligns well with most programs.

To date, at least 15 of our courses have been approved for C-ID comparability.

We recently collaborated with the English Department on the revision of ENGL 11 Introduction to Dramatic Structure, which was submitted for C-ID evaluation as a comparable course to Script Analysis. This course will be an invaluable addition for our students intending to transfer.

5.11a Labor Market Demand (Occupational Programs ONLY)

US Labor Market Data

- Set and exhibit designers' median hourly wage \$22.00. Expected employment growth is 9.7%.
- Actors median hourly wage is \$28.00. Expected employment growth is 4.8%.
- Producers and directors median salary is \$60,550.00 per year. Expected employment growth is 5.7%.
- Makeup/theatrical performance artists median salary is \$58,000.00. Expected employment growth is 12.5%.

Current California Labor Market Data

- Art, Drama, Entertainment and Media occupation growth rate 11.3%;
- Agents and business manager of artists 24.1%;
- Makeup artists/theatrical performance 8.3%
- Actors 11.7%

5.11b Academic Standards

The Theatre Arts program regularly discusses academic standards in Department Meetings, Design Conferences and Play Selection Committees. We maintain academic excellence by engaging with working professionals in the field, accessing courses for curricular updates, creating program and individual course SLOs and producing relevant and topical plays for our student and the general public.

6.1 Progress and Accomplishments Since Last Program/Unit Review

Rank	Location	SP	M	Goal	Objective	Time Frame	Progress to Date
0000	Santa Rosa	02	01	Create new certificate structure with smaller building block certifiates	To help the modern student through our program and at the same time increase our completers in certificates and in AA&T	2024-2026	Advisory Committee has met and approved, working with Curriculum for putting this in place for tech certificates for fall of 25
0001	Santa Rosa	01	01	Write Musical Theatre Certificate	1. Collaborate with the Dance and Music programs to create a Musical Theatre Certificate.	2023-2024	None.
0002	Santa Rosa	01	01	Write new course: Sound Design or combination Lights/ Sound/Projection	Expand our Technical Theatre Certificates with badly needed curriculum	2023-2024	With the hire of our new Technical Theatre Generalist and a return to face to face instruction, we should be able to achieve this goal in the next year.
0003	Santa Rosa	01	01	Revise Stagecraft Certificate to include Media Tech	Possibly expand and revise the Stagecraft Certificate so that students are certified for beginning Media Services positions	2023-2024	With the hire of our new Technical Theatre Generalist and a return to face to face instruction, we should be able to achieve this goal in the next year.
0004	Santa Rosa	03	05	Establish regular outreach network and schedule with local high schools for recruitment purposes.	Create a template schedule and recruitment video that can be used on an ongoing basis to complete outreach to the local high schools.	2023-2024	Possibly hiring of a videographer and editor to create a promotional video.

6.2b PRPP Editor Feedback - Optional

The Theatre program is changing, as departments do, over time with the retirement of some faculty, the hiring of new ones, and the direction in which the community and students push this highly collaborative and community facing department. We happily act as a face of community outreach for the College.

The first thing that the program needs is the removal of the hiatus and reinstatement of SRT. This part of the department was a benefit not only to the funding and resourcing of the school year program, it also offered the complimentary training involved in an intensive summer stock for the next level of our students. This nationally known, 51 year program not only generated more certificates than our school year program, it brought 20,000 more community members to the campus every summer. The District has made choices due to financial constraints, but this beloved program is vital to the future longevity of our department. It will look different, but with the Hiatus ending and the use of the new dorms on campus, this historic program can again bring prestige to our department and our District.

Theatre needs one more full time Faculty position, the replacement of the line that was held by Laura Downing Lee. This was approved last year, yet no search was conducted. This needs to be resolved and the faculty position replaced. If it was approved last year, we are hoping this will be a straight-forward request. We also address this with one faculty member within two years of retirement and then we would be down two faculty.

The last two years post Covid have seen a District increase in events and a demand on the beautiful Burbank Facility. This space should be used, but as of yet multiple departments are taking this task on and handling it in a patchwork manner. The use of this space by other departments and community groups makes sense and should be embraced. However, as stated in other places in this PRPP, we need a Facility Manager that takes on the duties enumerated elsewhere. If we do not get ahead of this, we will only get ourselves in trouble. The position belongs in THAR due to the uniqueness of this building, but will serve multiple departments in the annual programming that already exists. Additionally, if coordinated correctly with outside events, the position (along with house managers) would pay for themselves through revenue generated in the rentals. Justin Smith is particularly passionate about this and can be used as a resource in bringing our building up to industry standards as an event center. The position and the role it fills will also develop our program by training SRJC students in events, which is another avenue of professional opportunities they can pursue.

The program will modify and add to existing certificates to help our students through the curriculum in a way that serves them and the District's need for SLO tracking. The mission being that we do our very best to get our students in, trained, and out and on to the next chapter of their professional lives. The AA&T numbers of our program have grown tremendously over the past few years with multiple students going on to UCLA, UC Davis, and

other programs, some of them first time college completers. The sense we have within the department is one of growth and positive outcomes and the things we request here within this PRPP will aid in keeping this trajectory.

The program is continuing to recover from a post Covid world, and people are coming to the theatre again. The training we offer our students has only increased in quality, but we are striving to get better with our associate pool and resources we have. We welcome the opportunity to be such a community facing part of the District, and only ask that they see the contributions we bring, and allow us to continue the great work that has come before.

Staffing

Priority on Burbank Facility Manager to collaborate with our sister programs in the Arts and manage other District and non-District events.

6.3a Annual Unit Plan

Rank	Location	SP	M	Goal	Objective	Time Frame	Resources Required
0000	Santa Rosa	02	01				
0001	Santa Rosa	01	01	Write Musical Theatre Certificate	1. Collaborate with the Dance and Music programs to create a Musical Theatre Certificate.	2023-2024	None.
0002	Santa Rosa	01	01	Write new course: Sound Design or combination Lights/ Sound/Projection	Expand our Technical Theatre Certificates with badly needed curriculum	2023-2024	With the hire of our new Technical Theatre Generalist and a return to face to face instruction, we should be able to achieve this goal in the next year.
0003	Santa Rosa	01	01	Revise Stagecraft Certificate to include Media Tech	Possibly expand and revise the Stagecraft Certificate so that students are certified for beginning Media Services positions	2023-2024	With the hire of our new Technical Theatre Generalist and a return to face to face instruction, we should be able to achieve this goal in the next year.
0004	Santa Rosa	03	05	Establish regular outreach network and schedule with local high schools for recruitment purposes.	Create a template schedule and recruitment video that can be used on an ongoing basis to complete outreach to the local high schools.	2023-2024	Possibly hiring of a videographer and editor to create a promotional video.