

# Santa Rosa Junior College

## Program Resource Planning Process

SRT 2014

1.1a Mission

### Summer Repertory Theatre Festival

The mission of Summer Repertory Theatre Festival is to provide professional vocational training for student theatre artists with a commitment to making Theatre a career. This training supports economic development and job growth by educating advanced level students and preparing them to directly enter the entertainment job market. This training is intensive, diverse, experiential and practical by nature, culminating in productions of the highest quality for our community. Summer Repertory Theatre Festival serves college students by offering advanced training and experience in the areas of acting, theatre management, costuming, hair/makeup, scenic construction, lighting, sound, properties, electrics, crafts and music. Summer Repertory Theatre Festival simultaneously serves the public by providing the highest quality theatrical productions in Sonoma County.

1.1b Mission Alignment

Summer Repertory Theatre Festival provides professional training for student theatre artists with a commitment to making Theatre a career. Summer Repertory Theatre Festival offers lower division courses that support transfer to other institutions. This training also supports economic development and job growth by educating advanced level students and preparing them to directly enter the entertainment job market.

Specifically, Summer Repertory Theatre Festival is consistent with the SRJC Mission, Strategic Plan, Institutional Goals and Objectives by:

- **Offering lower division academic education, which both supports transfer to four-year institutions** AND provides advanced coursework for students currently attending four-year institutions. Summer Repertory Theatre Festival students come to SRJC from all over California (and beyond) due to the reputation of this rigorous training program. Summer Repertory Theatre Festival is such a specialized program that many students who attend four-year institutions choose to supplement their educations by enrolling for this summer program.
- **Offering academic courses that are vocational and technical in nature.** These courses serve the variety of needs, career pathways, and abilities of our students. Summer Repertory Theatre Festival students participate in carpentry, sewing, acting, singing, dancing, electrical, sound engineering, crafts, patron services, clothing construction, welding, painting, faux finishing, graphics, research, rigging, hair styling, make up

application, sculpture and management. This array of experiences serve a variety of needs and ultimately lead to incredibly diverse career paths.

- **Enhancing the lives of our community (including other SRJC students, faculty, staff and administration).** Our unique program contributes to the cultural life of our community by presenting enrichment opportunities to all students and community members. Summer Repertory Theatre Festival presents 5 plays and musicals in full rotating rep over the summer. As mentioned earlier, 25,000 community members come to SRJC to see these performances and be enriched.

## 1.1c Description

Summer Repertory Theatre Festival is a complete and extensive practicum in all aspects of stage production. The Summer Repertory Theatre Festival (also known as Summer Rep) program is an advanced vocational training program serving students who intend to enter the professional theatre and entertainment industry.

Summer Repertory Theatre Festival is a unique professional theatre training program at SRJC. At Summer Repertory Theatre Festival students take the lead by filling the vast majority of acting and production roles in a professional theatre company simulation. Instead of taking a back seat to working professionals, students face the challenge of putting theory to the test and learning to work continuously under pressure in a professional system. Advanced students from around the country create an ensemble of actors, technicians, costumers, production assistants, and musicians. Led by a staff of 30-40 professional directors, designers, theatre technicians and administrators, this ensemble mounts 5 productions, which are performed in full rotating Repertory.

In order to help students concentrate on their craft, all full time students at Summer Repertory Theatre Festival will receive a \$2400 scholarship. Students enroll for 12 units of SRJC college credit. Admission is highly selective and we process 600-800 applications per year.

## 1.1d Hours of Office Operation and Service by Location

May to August: **7 days a week**

Monday 8am to 5pm AND Tuesday – Sunday 8am to 11pm

Full staff of 1 full-time faculty, 1 classified staff (AAIII, 12-month contract), 35-40 Professional Experts

September to May :

8:30am to 5pm Monday – Friday

1 full-time faculty, 1 classified staff (AAIII, 12-month contract)

### **Facilities:**

Due to the size of complexities of a program like Summer Repertory Theatre Festival, we utilize every room in Burbank Auditorium, Newman Auditorium and multiple rooms in both Garcia and Emiritus for the entire summer. Below is our standard facility usage:

<b>FACILITY</b>	<b>DATES</b>	<b>TIMES</b>	<b>CLASSES</b>	<b>ACTIVITY</b>
Burbank Auditorium 240	5/26 – 8/13	8am-1am, 7 days/week	THAR47, 48.1/48.2	Auditions/Rehearsal/Performance
Burbank Makeup Lab 226	5/26 – 8/13	8am-1am, 7 days/week	THAR47, 48.1/48.2	Makeup/Dressing Room
Burbank Classroom 214	5/26 – 8/13	8am-1am, 7 days/week	THAR47, 48.1/48.2	Dance Rehearsal
Burbank Laundry Room 216	5/26 – 8/13	8am-1am, 7 days/week	THAR47, 48.1/48.2	Laundry/Dying/Painting
Burbank Classroom 218	5/26 – 8/13	8am-1am, 7 days/week	THAR47, 48.1/48.2	Production Office/Work Space
Burbank Classroom 224	5/26 – 8/13	8am-1am, 7 days/week	THAR47, 48.1/48.2	Costume Storage/Dressing/Rehearsal
Burbank Classroom 254	5/26 – 8/13	8am-1am, 7 days/week	THAR47, 48.1/48.2	Usher Assembly & Preparation
Burbank Classroom 283	5/26 – 8/13	8am-1am	THAR47, 48.1/48.2	Musicians lab, rehearsal space
Burbank Classroom 276	5/26 – 8/13	8am-1am, 7 days/week	TA48.1/48.2	Vocal Rehearsal/Sound Laboratory
Burbank Classroom 260	5/26 – 8/13	8am-1am, 7 days/week	TA48.1/48.2	Production support/Stage Manager Laboratory
Burbank Scene Shop 290	5/26 – 8/13	8am-1am, 7 days/week	THAR47, 48.1/48.2	Property Shop/Scenic Painting
Burbank Office 208	5/26 – 8/13	8am-1am, 7 days/week	TA48.1/48.2	Offices
Burbank Box Office 206	5/26 – 8/13	8am-1am, 7 days/week	TA48.1/48.2	Box Office
Burbank Classroom 260	5/26 – 8/13	8am-1am, 7 days/week	TA48.1/48.2	Rehearsal Room
Burbank Confer Room 207	5/26 – 8/13	8am-1am, 7 days/week	THAR47, 48.1/48.2	Ticket Sales/Patron Services

Garcia Classroom 880	5/26 – 8/13	8am-1am, 7 days/week	THAR47	Lighting Laboratory
Garcia Classroom 860	5/26 – 8/13	8am-1am, 7 days/week	THAR47	Stage Management Laboratory
Tauzer Team Room 930	5/26 – 7/25	8am-1am, 7 days/week	Support	Chair & Desk Storage (*we always move out early based on the Football schedule, arranged through Therese)
Newman Auditorium	5/26 – 8/13	8am-1am, 7 days/week	THAR47, TA48.1/48.2	Rehearsal & Performance
Emeritus 1509/1592	5/26 – 8/13	8am-1am, 7 days/week	THAR47, TA48.1/48.2	Makeup/Costume/Sets/Props Storage
Emeritus 1566/68/41	5/26 – 8/13	8am-1am, 7 days/week	THAR47, TA48.1/48.2	Makeup Preparation & Application
Lark Temps 2233/34	5/26 – 8/13	8am-1am, 7 days/week	THAR47, TA48.1/48.2	Rehearsal Room *I have been told that these classrooms may be demolished, so we will need to find an alternate room
Garcia 835/855	5/26 – 8/13	8am-1am, 7 days/week	THAR47, TA48.1/48.2	Costume Laboratory

## 1.2 Program/Unit Context and Environmental Scan

Since 1972, Summer Rep Theatre Festival has enrolled over 8000 students who have received advanced training important to their professional goals. These students have gone on to employment with major schools, in the television and movie industry, and in theatres across the nation.

Summer Rep is a unique program of Santa Rosa Junior College. We are both an entrepreneurial business and an educational program. As a business, we need to operate as a professional theatre festival. As an educational program, we need to provide students with traditional classroom opportunities and the opportunity to work alongside professionals with the highest standards.

Other facts about Summer Repertory Theatre:

- 2013 FTES: 110.05 or **\$502,2295.82** in apportionment from the state.
- Approximately 75% of the Summer Rep District budget goes toward staffing; the rest of our budget is spent on marketing, recruitment and production.

- Summer Repertory Theatre Festival is the only professional training program in the U.S. to provide full scholarships to all of their students.
- Summer Rep continues to contribute approximately 22-25% of the overall scholarships awarded through the SRJC Foundation.

2013 SRT Scholarships Paid	
Scholarships	64,123.00
Housing	80,240.00
Enrollment fees	35,703.00
<b>TOTAL</b>	<b>180,066.00</b>
BOG Awards	9,000.00

- Nearly 24,000 patrons but tickets to our shows during our 7 week season.
- SRT generates approximately \$25,000+ each year in parking fees.

#### Summer Rep Alumni:

- Thomas Shumacher - Head of Disney Theatrical
- Benjamin Bratt - film and television star
- Grace Gealey - star of Fox's new series *Empire*
- Jenn Colella - *Chaplin* on Broadway
- Donyale Werle - Tony award-winning scenic designer of *Peter and the Starcatchers* on Broadway
- Laura Downing-Lee -Chair of the SRJC Theatre Arts Department
- Reed Martin - Reduced Shakespeare Company and SRJC Instructor
- Mark Booher – Artistic Director, PCPA
- Lexi Fridell – Avenue Q, Off-Broadway
- Cody Craven - Utah Shakespeare Festival
- Tiffany Hobbs – American Black Film Fest Star Project /Company member Dallas Theatre Center
- Jason Moody – National Tour of *Hair*
- Diana Banas – Costume Designer for Palo Alto Children’s Theatre
- Teddy Spencer – Milwaukee Rep
- Audrey Bernadin – Wig stylist for Sarasota Opera
- Russel Pinnegar – Lighting Tech, Cirque du Soleil
- David Haydn – *The Crown and the Dragon* (upcoming film release)
- Jonathan Tweedie – UK tour of *Annie*
- Jesse Sharp - US Tour of *Addams Family*

Every summer we recruit professional experts from around the country to mentor and guide students through this repertory experience. Recent professional expert staff come to Summer Rep from:

- Southwestern University Savannah College of Art and Design
- Fort Lewis College

- University of Virginia
- SUNY Fredonia
- Sacramento State
- CSU Northridge
- PCPA
- New York University
- Tulane University
- Brooklyn College
- UC Davis
- Sonoma State University
- California Lutheran
- Southwestern University
- Marymount Manhattan University

## 2.1a Budget Needs

During the 2009/10 academic year, Summer Rep's overall operating budget was reduced by **\$17,061**. In 2012, another **\$5000** was reduced in a deal brokered to save the Theatre Arts department from a class reduction. It is essential that these funds be restored. **We request that the full \$22,000 be restored to our budget.**

Summer Repertory Theatre Festival still falls short in the area of instructional supplies (the funds we use to construct costumes, scenery and props). We also are seriously lacking in instructional equipment (modern lighting instruments, sound equipment, sewing machines, construction equipment, etc.) Without improvements in both of these areas, Summer Repertory Theatre Festival cannot continue to maintain our goal of providing state of the art technical productions and up to date training.

As part of campus wide budget reductions in 2009-10, Summer Rep received the following cuts:

SRT	STNC savings	\$ 1,000.00	Box Office Manager hourly rate reduced in summer
SRT	Cut telephone costs	\$ 250.00	Not used in 2008-9
SRT	COMMUNITY Ads	\$ -	Disallowed by Dr. Agrella
SRT	Reduce costs of design conf.	\$ 3,800.00	
SRT		\$ 12,031.00	
	TOTAL	\$ 17,081.00	
	AHBS total	\$ 58,842.35	
	Total Percentage of AHBS	29%	

These figures show that Summer Rep has shouldered a significant percentage of recent cuts. While it is true that Summer Rep summer courses were not cut in order to reduce the overall campus FTEF (with the exception of THAR 225, which was cut in 2010), our program is continuing to operate with these substantial cuts. It is important to note that these cuts were made as part of an across-the-board cluster reduction. However, because of how the Summer REp program is structured, our percentage is high, given that we are an 11 week summer program. Since Summer Rep has only 1 full time faculty member and 1 classified position, we hire a significant number of STNC's for the summer semester. The budget for these positions

sits in the 2000's, which can be viewed as discretionary funds - which were the target of the reductions. These budget items are not at all discretionary for Summer Rep, as we hire these individuals to supervise our laboratories and supervise students during our intensive summer program.

For the 2011 season, Summer Repertory Theatre Festival cut out 20+ individual shows from the overall season schedule. This negatively impacts students because they do not have the opportunity to perform each of our five productions as many times as in the past. This effects the overall growth of the student's experience. We made this decision in order to make up for the above budget cut in 2009-10. Since these cuts continued into 2010-11, we continued with this schedule reduction.

Please note that every item on our Instructional Equipment Request form is actually used in Burbank Auditorium and therefore used by Theatre Arts, Music, Dance and College Events. These items supplement the facility AND our program, but also serve the larger District community.

## 2.1b Budget Requests

Rank	Location	SP	M	Amount	Brief Rationale
0001	ALL	03	01	\$22,000.00	During the 2009/10 academic year, Summer Rep's overall operating budget was reduced by \$17,061. In 2012, another \$5000 was reduced in a deal brokered to save the Theatre Arts department from a class reduction. It is essential that these funds be restored. Summer Repertory Theatre Festival still falls short in the area of instructional supplies (the funds we use to construct costumes, scenery and props). We also are seriously lacking in instructional equipment (modern lighting instruments, sound equipment, sewing machines, construction equipment, etc.) Without improvements in both of these areas, Summer Repertory Theatre Festival cannot continue to maintain our goal of providing state of the art technical productions and up to date training.

## 2.2a Current Classified Positions

Position	Hr/Wk	Mo/Yr	Job Duties
Administrative Assistant III	40.00	12.00	Performs duties of an academic department's administrative assistant, plus extensive year-round duties as the Business Manager for SRT (Complex budget spreadsheets; handling honorariums, SRT staff timesheets and payroll, and SRT scholarship payments; obtains show licenses; schedules audition tour; fields student inquiries; handles Doyle scholarship applications; works with student housing coordinator; enrolls students in appropriate course work; works regularly with other college offices, such as Community Education and Facilities; processes box office receipts ; facilitates communication with production company of approx. 130 and 150 ushers
Media Tech	180.00	0.00	Season Photographer - takes photos of all shows and behind the scenes candid.
Box Office Manager	19.00	12.00	Processes all subscription sales and manages both physical and online box offices.

## 2.2b Current Management/Confidential Positions

Position	Hr/Wk	Mo/Yr	Job Duties
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## 2.2c Current STNC/Student Worker Positions

Position	Hr/Wk	Mo/Yr	Job Duties
Repertory Theatre Guest Artist (Prof Expert)	40.00	2.00	Summer Rep hires 35-40 Professional Experts each season. These temporary employees serve as directors, designers, shop leaders, etc.

## 2.2d Adequacy and Effectiveness of Staffing

### Regular Faculty:

**1 contract faculty\***

**.35 Percent of District Total**

*\*James Newman is 100% reassigned time for Summer Repertory Theatre Festival.*

### Classified Staff:

Media Tech (Photographer) = .0473

Box Office Manager = 0.2375

Administrative Assistant III = 1.0

**.32 Percent of District Total or 1.2848 FTE**

### **Proposed Additional STNC support:**

Summer Rep is requesting an additional \$9,216.00 to hire a STNC Business Assistant. The Summer Rep Business Assistant would work 800 hours during our peak preparation time (Jan. to May). Duties would include preparing the master production calendar, assisting with processing Summer Rep subscriptions, coordinating the audition tour, managing and processing student applications, scheduling student interviews, staff and students housing coordination, etc.

### **Restoration of Promotions Specialist Classified Position:**

RETIRED DEC 2010, CURRENTLY UNFILLED. (20 hours/week; 10 for Theatre Arts; 10 for SRT) *Duties: Develops publicity and marketing campaigns for seasons and individual 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 50% 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 and STNCs, 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.

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



These are high profile public programs that require quality promotional support. As a nationally and internationally known program, SRT's promotional requirements are particularly substantial. In order for both programs to continue to thrive, a suitable replacement for this position is essential. 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.

## 2.2e Classified, STNC, Management Staffing Requests

Rank	Location	SP	M	Current Title	Proposed Title	Type
0001	Santa Rosa	02	02	Summer Rep Business Assistant	Summer Rep Business Assistant	STNC
0001	Santa Rosa	03	05	Theatre Arts Promotion Specialist (Reinstate)	Theatre Arts Promotion Specialist (Reinstate)	Classified

## 2.3a Current Contract Faculty Positions

Position	Description
Artistic Director	James Newman - 100% release time

2.3b Full-Time and Part-Time Ratios

Discipline	FTEF Reg	% Reg Load	FTEF Adj	% Adj Load	Description
Theatre Arts	1.0000	100.0000	0.0000	0.0000	Summer Rep Artistic Director

### 2.3c Faculty Within Retirement Range

NA

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

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## 2.3e Faculty Staffing Requests

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

Simply put, our current equipment is not adequate to meet the needs of our program. Significant improvements in lighting, sound, construction, and costuming equipment are necessary to bring us up to the level of industry standards. Most of our students come from colleges and universities (not to mention high schools) with far superior technologies and equipment. The vast majority of our lighting and sound equipment has reached the end of its life - so much so that we are beginning to see significant safety issues with its continued use.

Please note that every item on our Instructional Equipment Request form is actually used in Burbank Auditorium and therefore used by Theatre Arts, Music, Dance and College Events. These items supplement the facility AND our program, but also serve the larger District community.

## 2.4c Instructional Equipment and Software Requests

Rank	Location	SP	M	Item Description	Qty	Cost Each	Total Cost	Requestor	Room/Space	Contact
0001	Santa Rosa	04	01	Multicable for stage lighting - various legnth	1	\$5,000.00	\$5,000.00	James Newman	Burbank Auditorium	James Newman
0001	Santa Rosa	04	01	Multicable for stage lighting - various legnth	1	\$5,000.00	\$5,000.00	James Newman	Newman Auditorium	James Newman
0002	Santa Rosa	04	01	ETC Source Four Lighting Instruments	50	\$350.00	\$17,500.00	James Newman	Burbank Auditorium	James Newman
0003	Santa Rosa	04	01	High Output LED color changers	12	\$1,200.00	\$14,400.00	James Newman	Burbank Auditorium	James Newman
0003	Santa Rosa	04	01	Microphones - replacement package various	1	\$1,600.00	\$1,600.00	James Newman	Burbank Auditorium	James Newman
0004	Santa Rosa	04	01	Clear-Com units	10	\$360.00	\$3,600.00	James Newman	Burbank/Newman	James Newman

## 2.4d Non-Instructional Equipment, Software, and Technology Requests

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

Rank	Location	SP	M	Time Frame	Building	Room Number	Est. Cost	Description
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## 2.5b Analysis of Existing Facilities

### **Theatre Arts Department** *Theatre Arts/SRT (Summer Repertory Theatre Festival)*

In Spring 2013, Theatre Arts was granted much-needed office and storage space for the SRT Artistic Director and Administrative Assistant within Burbank Auditorium, thanks to the relocation of some Communication Studies faculty to new offices in Maggini.

However, the reality is that Burbank's age is starting to take its toll and the Theatre Arts Department has long since outgrown our current space. We continue to share Burbank with the Communication Studies program, but both programs need more space than the building can adequately provide. It is our hope that a better location will soon be found for Communication Studies so that we can utilize the whole building.

Recognizing that the complete Burbank remodel may be several years away, there are several **essential repairs and facility needs** that need to occur in the near future:

- **Replace the Disabled Seating platform in Burbank and install a hand rail.**
- **Complete replacement of all major electrical cabling in Burbank, as well as replacement of all equipment in Patch Bay closet.** (*See recent Electrical Engineer assessment.*)
- **Fire Alarm connection to Campus Police:** It was our understanding that Burbank would be one of the next buildings to receive an alarm connection to Campus Police. With a building that can have up to 700 audience, performers and crew present, this safety feature is essential. **Has been completed.**
- **New Doors and Locks:** It was our understanding that Burbank was to receive new exterior doors and locks. Considering the age and vulnerability of the existing doors, this overdue project is crucial. **In progress.**

- **Remodel Laundry Room to Accomodate New Machines:** New model washers and dryers are deeper than older models and the dryer exhaust housing is more prominent. As a result, new models are cannot fit in the existing laundry room without obstructing the doorway and/or pathway. In addition, the dryer exhaust housing has to sit higher requiring an awkward rigging setup that can easily be disturbed if the dryers are moved for lint cleaning (and monthly cleaning is recommended for safety purposes.) Adjustments need to be made to the wall of the laundry room behind the machines in order to accomodate new machines
- **Rebuild the Sound Booth:** With the acquisition of new digital equipment, the current sound booth is no longer compatible with the mixing board nor is it secure enough.
- **Additional office space for adjunct faculty in or immediately adjacent to Burbank.** Currently, we only have one small office, which is being shared by five adjunct faculty and one part-time staff member/adjunct. The office space is very limited and one desk/computer must be shared by five of the occupants, as the staff member needs a dedicated desk/computer. Overlapping office hour schedules and the need for confidential student office hour space makes this office inadquate for serving the needs of the instructors. Due to the long hours kept by many of our adjuncts when working on our production schedule, it would be essential for additional office space to be in or immediately adjacent to Burbank.
- **Remove and sell unusable industrial washing machine in Laundry Room.** While still operational, this large piece of equipment cannot be used for its intended function, nor can it be repaired so that it can be used for that function. It is taking up valuable space that could be used for other purposes and it is possible that the district can sell it to recoup some of its cost.
- **Obtain year-round space for both the Theatre Arts and SRT Costume Shops, preferably in Garcia Hall** (in the space formerly used as the kitchen for the Culinary program). This is the most logical location because of its direct proximity to Burbank and the potential complementary relationship of our Costuming program with Consumer and Family Studies' Fashion program. The space is an ideal size and already has many of the necessary elements for an economical renovation, including plumbing, substantial electrical wiring, and good lighting. In doing so, this will also provide the following benefits:
  1. One space will be used year-round as the Costume Shop for both programs. SRT will no longer have to relocate their Costume Shop each summer.
  2. This space would provide a safer location for laundry facilities, with better ventilation. In addition, by relocating all laundry facilities to Garcia, the current laundry room in Burbank (Rm. 216) could be easily repurposed as much-needed storage for rehearsal furniture and other resources for the Acting Studio (Rm. 214).

3. Relocating the Costume Shop to Garcia Hall would allow for the much-needed expansion of the existing Makeup Room and creation of **formal dressing rooms** in Burbank.
  4. A larger Makeup Room could also serve double-duty as a **Green Room** (an actor's waiting room) for all performances. Burbank currently does not have such a space for yearly productions, something that is a standard feature with both academic and professional theatres.
- **Interdepartment Craft/Dye Area in Garcia Hall:** Due to the ventilation limitations of the Burbank laundry room, it is impossible to install a kettle-style dye vat in that space. Both Theatre Arts/SRT and the Fashion program in Consumer and Family Studies need a safe and well-ventilated space for dying fabric. It is proposed that a shared Craft/Dye Area be installed in Rm. ???, the southwest corner of the former kitchen. There is already a long ventilation hood installed in that location.
  - **New Lighting Laboratory: Insert a door between Rm. 283 and 284.** Add a lighting equipment storage system and single table seating for a class of 10-15 in Rm. 283, redesignated as the Lighting Laboratory classroom and inventory storage
  - **Adapt Rm. 284** (currently Lighting Storage) as the storage space for the Music Dept. Choral Shell OR grand piano (both cannot fit) adjacent to the stage. Possible two-level storage to allow for storage above the Choral shell or grand piano.
  - **Minor refurbishing in the Acting Studio (Rm. 214)**, including replacing window coverings, repairing power outlets, removing the small mirror, and providing mediation.
  - **Replace or repair broken areas of the floors in the Costume Studio** (Rm. 218 and Rm. 224) and **Makeup Room** (Rm. 226).
  - **Replace the theatre stage deck and subfloor.**

While less pressing, the following projects also need to be done in the near future.

- **Re-carpet** the remaining offices and conference room in the Theatre Arts Office suite.

## **Burbank Remodel and Acquisition of Additional Performing Arts Facilities**

For several years it has been acknowledged that Burbank Auditorium (built in 1939) is in need of a complete renovation. In fact, the remodel of Burbank has been listed as one of the top facility priorities for the district in recent years.

There is no question that the building must be renovated if it is to continue serving the needs of the district. However, the renovation of Burbank would now need to be considerable, in order to bring it into compliance and to bring it up to up-to-date technically. In addition, while renovation is still essential, doing so will not address the long-standing problems due to the lack of multiple performing arts facilities for the district. Therefore, additional alternatives have also been discussed, which include:

- Repurpose and renovate Burbank as a concert hall and lecture hall, coupled with construction of a new Performing Arts Center for the district. This new center would include 2-3 performing spaces, including a large-event performance auditorium (which could also be revenue-generating), a medium-sized theatre, and a black box for experimental and student-generated work.
- Renovate Burbank as a large-event theatre with a secondary black box studio/rehearsal hall, coupled with construction of a medium-sized theatre in the Barnett replacement. This new theatre would need large wing space and back-stage space to accommodate scenery so that the theatre could be used as a lecture hall during the day.

As each year passes, the need becomes greater as new problems emerge and old problems become worse. Below is an outline of some of the major projects entailed in the complete Burbank Renovation:

- Remodel Front of Stage
- Remodel Rake of Audience, raising audience to increase visibility.
- Remodel Booth (and add elevator)
- Add Hydraulic Scene Shifting capabilities (and/or tracking)
- Add Trap Room
- Acoustic Retrofit
- Replacement of seats
- Replacement of flooring under seating
- Repaint and repair house walls
- Replace all doors
- Replace stage subflooring and deck
- Add Classroom space
- Add Rehearsal Space and potential Black Box theatre space
- Add Student Resource Center (known in the theatre as a Green Room)



- Add Lab Spaces
- Add Dressing Rooms
- Add Design Lab with computer stations and upgraded software
- Add Acting Coaching Space
- Add Properties and Craft Room
- Enlarge and Upgrade Box Office
- Add Concessions Room
- Add House Management Supply Space
- Expand Public Restrooms
- Remodel and Expand Loading Dock
- Remodel and Expand Dye/Wash Area with OSHA Standards for fabric dye ventilation
- Add regular and adjunct office space
- Add Dept. Chair office and waiting area for students
- Remodel and update adjoining Burbank classrooms and facilities including 214, 218, 224, 226 and all Communication Studies classroom spaces
- Overall, bring the facility up to OSHA compliance

### 3.1 Develop Financial Resources

Summer Repertory Theatre Festival receives an advertising grant from Sonoma County. As part of the Category F - Major Events/Organizations, Summer Rep is awarded \$13,000, most of which is used to be advertising with the Press Democrat.

### 3.2 Serve our Diverse Communities

As a summer program, Summer Repertory Theatre Festival recruits new faculty, staff and students each year. Due to the nature of our art form, sensitivity to diversity is mandated. This sensitivity is reflected in the diversity of our faculty, staff and students.

Summer Repertory Theatre Festival's diversity figures match the percentages of Students Served by the college. It is, however, important to note that Summer Rep supports issues of diversity through its season selection. Every effort is made to recruit students from all backgrounds and to tell

stories that reflect the diversity of our society. Theatre by its very nature teaches empathy and respect for people of all backgrounds and we are pleased to see that mirrored in both our students and staff.

### 3.3 Cultivate a Healthy Organization

We make every effort to support the professional development of our classified staff. We adjust schedules and arrange assistance for the involvement in these activities. Most of our staff participate in both CPR and First Aid courses each year.

### 3.4 Safety and Emergency Preparedness

#### **Injury and Illness Prevention Program**

With the help of the Manager of Environmental Health and Safety, we have begun to implement several aspects of the IIPP this year. Under his leadership, we are also conducting more regular and detailed safety inspections of all facilities and procedures.

To date, both programs have made both injury and illness prevention practices an important ongoing component of both our programs. These include regular safety orientations for both students and staff as part of our courses and productions. We also post information and regularly discuss "best practices" with students in regard to illness prevention.

In Spring 2012, the SRT Artistic Director compiled a detailed Safety Manual, which contained all safety procedures for the program.

#### **Safety Training**

- 12-Passenger Van Training is required of all faculty, staff and student employees who will be driving the district van assigned to the department or another district van.
- Regular CPR and First Aid training are required of all faculty and staff in leadership positions. Most visiting staff are enrolled in CPR/First Aid during their first week.
- Fire extinguisher training is advised for all faculty and staff in technical theatre areas.

#### **Building and Area Safety Coordinators**

James Newman

### 3.5 Establish a Culture of Sustainability

#### 4.1a Course Student Learning Outcomes Assessment

##### Courses with SLOs

All of the SRT curriculum was rewritten and approved Spring 2009. These courses all include SLOs.

##### SLOs Assessment

Plans were developed during Summer 2012 for the assessment of SLOs for the SRT curriculum. All SRT courses went through SLO assessment in summer 2014.

Year	Course
2013	THAR 47
2014	THAR47.1
2014	THAR47.2
2014	THAR 47.3
2014	THAR 47.4
2014	THAR 47.5

#### 4.1b Program Student Learning Outcomes Assessment

##### **Program Learning Outcomes**

***Upon completion of this program, the students will be able to:***

- Demonstrate the professional responsibilities of a theatre artist while participating in the preparation, execution and performance of multiple productions simultaneously.

- Prioritize tasks in an environment with multiple and competing demands.
- Demonstrate an understanding of the professional production process, from script to performance, and utilize advanced theatre practices within the process.
- Recognize and exhibit the discipline of professional theatre backstage protocols.
- Communicate successfully within the hierarchy of a repertory theatre structure.
- Support the work of the rest of a production ensemble, working cooperatively within a team structure of fellow professionals.
- Interpret and fulfill advanced theatre instructions accurately, working calmly under pressure.
- Quickly assess situations and adapt accordingly within professional production and performance environments.

#### 4.1c Student Learning Outcomes Reporting

Type	Name	Student Assessment Implemented	Assessment Results Analyzed	Change Implemented
Course	THAR 47	Summer 2013	Summer 2013	Summer 2013
Course	THAR 47.1	Summer 2014	Summer 2014	Summer 2014
Course	THAR 47.2	Summer 2014	Summer 2014	Summer 2014
Course	THAR 47.3	Summer 2014	Summer 2014	Summer 2014
Course	THAR 47.4	Summer 2014	Summer 2014	Summer 2014
Course	THAR 47.5	Summer 2014	Summer 2014	Summer 2014

#### 4.2a Key Courses or Services that address Institutional Outcomes

Course/Service	1a	1b	1c	2a	2b	2c	2d	3a	3b	4a	4b	5	6a	6b	6c	7
THAR 47	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X
THAR 47.1		X	X	X	X	X		X	X	X	X	X	X	X	X	X
THAR 47.2	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X
THAR 47.3	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X
THAR 47.4	X	X	X	X	X	X	X	X				X	X	X	X	X
THAR 47.5	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X

#### 4.2b Narrative (Optional)

### 5.0 Performance Measures

Since 1972, Summer Repertory Theatre Festival has been introducing Sonoma County to the next generation of theatre artists. Over the years, Summer Repertory Theatre Festival has enrolled over 8,000 students who have received advanced training that has been important to their professional goals. Students have gone on to employment with major schools, in the television and movie industries, and in theatres across the nation. Among Summer Repertory Theatre Festival's notable alumni are:

- Actor Benjamin Bratt – film and television star
- Libby Apple - former Artistic Director of the Oregon Shakespeare Festival
- Peggy Gannon - former Artistic Director of A Contemporary Theatre (Seattle) and Sacramento Theatre Company
- Thomas Schumacher – head of Disney Theatrical
- Michael T. Weiss – television actor and visual artist
- Michael Liebert - founding Artistic Director of Berkeley Rep
- Lexy Fridell – current Broadway performer in THE PEE WEE HERMAN SHOW

In addition to providing nationally acclaimed training for actors and theatre technicians, Summer Repertory Theatre Festival is a beloved community institution in Sonoma County. Generations of patrons have come Santa Rosa Junior College to be delighted and entertained through song, dance, laughter and passion. Founded in 1972 by Frank Zwolinski, SRT began by producing Shakespeare's *A Midsummer Night's Dream* and *The Birthday of Infanta*, an original musical adaptation of Oscar Wilde's short story. Summer Repertory Theatre Festival now produces 5 Broadway caliber productions in full rotating repertory so that audiences get the thrill of seeing a variety of plays and musicals within our 7 week season. **Each summer 25,000 patrons see our plays and musicals.**

Since its inception, Summer Repertory Theatre Festival has performed 234 plays and musicals, including the North Bay premiers of *Disney's Beauty and the Beast*, *The Talented Mr. Ripley*, *The Producers*, *The Wedding Singer*, *Dangerous Liaisons with Vampires*, *Hairspray*, *Sarah Ruhl's Passion Play* and last season's productions of *SHREK* and *The Fox on the Fairway*.

Because Summer Repertory Theatre Festival splits the fiscal year, the core data does not provide evidence for performance measures. However, anecdotally, we have seen a dramatic increase in interest in our program. Summer Repertory Theatre Festival staff see 1000+ auditions each year for 25 spots and interviews 250 technicians and other artists for the 75 back stage roles.

Summer Repertory Theatre Festival is an experiential program in which advanced theatre students work alongside professionals in the world of Theatre. Our professional staff helps students succeed in meeting their educational goals by providing comprehensive instructional and student support. Summer Repertory Theatre Festival faculty and staff are current working professionals and not only provide instruction, but a network of professional connections for students when they enter the workforce. Students at Summer Repertory Theatre Festival are guided by faculty and staff, but ultimately they are responsible for the construction and performance of the season. Students learn by doing at SRT and therefore are better prepared to become the next generation of theatre artists.

**Student success:**

- 96% of Summer Repertory Theatre Festival students from the past 2 years are either currently attending a 4 year school or actively working in the industry.
- After attending SRT, students from the past 2 summers are currently working at:
  - ACT San Francisco
  - National tours of AMERICAN IDIOT, ADAMS FAMILY, HAIR, and many more.
  - Texas Shakespeare Festival
  - Utah Shakespeare Festival
  - Disney Land Theme parks
  - Berkshire Theatre Festival
  - American Musical Theatre of San Jose
  - Great Lakes Shakespeare Festival
  - Pacific Conservatory of Performing Arts
  - Cygnet Theatre in San Diego
  - Tennessee Williams Theatre in Key West
  - American Shakespeare Center in West Virginia
  - The Rogue Theatre of Tucson, AZ

**SRT Professional Staff:**

- Recent staff come to Summer Repertory Theatre Festival from:
  - Broadway productions of EVITA, ROCK OF AGES, and ELF

- San Deigo Rep
- Old Globe
- Atlanta Opera
- Sarasota Opera
- Yale School of Drama
- Savannah College of Art and Design
- Fort Lewis College
- University of Virginia
- SUNY Fredonia
- Sacramento State
- CSU Northridge
- PCPA
- New York University
- Tulane University
- Brooklyn College
- University of Tennessee
- Sonoma State University
- California Lutheran

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

### 5.2a Enrollment Efficiency

Summer Rep enrollment efficiency looks very low, but that is due to enrollment caps which were arbitrarily set. Since acceptance, the program is based on interview and/or audition, we batch enroll all students. The total number of students fluxuates each season - some seasons we need 32 actors, other seasons we only 22. This is completely dependent on the needs of the shows. Similarly, some shows require additional students for Hair and Makeup or more students in management roles. In order to make registration easier, we set enrollment caps at 30, which is a unrealistic number for each area. We attempted to fix this problem in spring 2014.

### 5.2b Average Class Size

Class sizes are also a bit arbitrary for Summer Rep, since there is so much overlap between areas, but our average is 27.

### 5.3 Instructional Productivity

Summer 2013

Total FTES 110.05

Total FTEF 1.0

Ratio 110.05

### 5.4 Curriculum Currency

All course outlines are current as of Spring 2014.

### 5.5 Successful Program Completion

Please see 5.6 Student Success

### 5.6 Student Success

Successful completion is evidenced by their ongoing work in the entertainment industry.

#### **Student success:**

- 96% of Summer Repertory Theatre Festival students from the past 2 years are either currently attending a 4 year school or actively working in the industry.
- After attending SRT, students from the past 2 summers are currently working at:
  - ACT San Francisco



- National tours of AMERICAN IDIOT, ADAMS FAMILY, HAIR, and many more.
- Texas Shakespeare Festival
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- Disney Land Theme parks
- Berkshire Theatre Festival
- American Musical Theatre of San Jose
- Great Lakes Shakespeare Festival
- Pacific Conservatory of Performing Arts
- Cygnet Theatre in San Diego
- Tennessee Williams Theatre in Key West
- American Shakespeare Center in West Virginia
- The Rogue Theatre of Tucson, AZ

- Retention rates for SRT students (if you separate from the THAR sections) is close to 100% compared to the 72.6% district average.
- Successful course completion rates for SRT students (if you separate from the THAR sections) is close to 100% compared to 72.04% district average.

## 5.7 Student Access

### 5.8 Curriculum Offered Within Reasonable Time Frame

### 5.9a Curriculum Responsiveness

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

## 5.10 Alignment with Transfer Institutions (Transfer Majors ONLY)

### 5.11a Labor Market Demand (Occupational Programs ONLY)

Set and Exhibit designers has a job growth rate of 13.3% in California by 2022. In 2014 the hourly median wage in this category is \$26.50. There will be a 11% job growth rate with a median salary of \$54 per hour for actors in the state. Producers and directors can expect a growth of 10% by 2022. The present median salary is \$59.45.

### 5.11b Academic Standards

## 6.1 Progress and Accomplishments Since Last Program/Unit Review

Rank	Location	SP	M	Goal	Objective	Time Frame	Progress to Date
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### 6.2a Program/Unit Conclusions

Location	Program/Unit Conclusions
Santa Rosa	<p>Over the past few years, we have worked to increase the national reputation of the Summer Repertory Theatre Festival. We have seen a dramatic increase in the number of applications we receive and are making strides at positioning ourselves as "a destination theatre company." Not only are our students emerging from our program able to directly enter the entertainment program, but our audiences are continuing to grow at a rate of 10 percent a year. We continue to provide the best live theatre in Sonoma County and audiences are very loyal.</p> <p>The bad news is that without increased funding and a major remodel of Burbank Auditorium, we will be unable to continue to grow. Our beloved facility has reached the end of its life and we have been coping for years. Our budget was reduced by \$22,000 and a 50% Classified position in Marketing/PR was lost. Without restoring these reductions we cannot possibly continue to meet the demands of this program.</p>

### 6.2b PRPP Editor Feedback - Optional

The Summer Repertory theater program is a unique entity with a unique schedule. The program is a crowning jewelry of the college and help define the identify of SRJC in the community. The programs are much loved by the local theatre goers. The small team of the SRT program does an outstanding job of bringing high quality entertainment to the region.

### 6.3a Annual Unit Plan

Rank	Location	SP	M	Goal	Objective	Time Frame	Resources Required
0000	Santa Rosa	02	05	To continue to provide outstanding thetrical experiences for the community	provide oppourtunities for students to participate in professional quality thater works.		Update of theater venue