

Santa Rosa Junior College

Program Resource Planning Process

Theatre Arts 2014

1.1a Mission

Theatre Arts Department

The Theatre Arts Department consists of two exceptional programs: our yearly academic program, **Theatre Arts**, and our highly successful professional training program, **SRT (Summer Repertory Theatre Festival)**. 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.

Theatre Arts (Yearly Program)

The department is staffed with professional artist/educators who share the common goal of providing a complete theatre experience. It is the program's philosophy that training in the performing arts develops imagination, critical thinking, problem solving, and communication skills that prepare students for all fields. The program fosters a profound awareness of cultural diversity, a deep commitment to individual education, self-worth, and hands-on training. We have a long-standing commitment to provide programs of cultural enrichment for the student and the community.

SRT (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, 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

Theatre Arts Department

The Theatre Arts yearly program within the Theatre Arts Department aligns directly with the college's mission and supportive statements in the following ways:

Theatre Arts (*Yearly Program*)

- **"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.

While many students have selected Theatre Arts as their field of emphasis over the years, Fall 2011 marked the debut of the new Theatre Arts major (local AA). The new TMC (Transfer Model Curriculum) major was completed and approved by the Chancellor's Office in Spring 2014.

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. 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 will participate in at least one summer of SRT, 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.

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

1.1c Description

Theatre Arts Department

The following is a description of the **Theatre Arts (Yearly Program)**, including the many services provided by this program.

Theatre Arts (*Yearly Program*)

Theatre Arts is an academic department, a career training program, and a thriving theatre company producing four-five 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 new 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 Certificates (a.k.a Certificates of Achievement): 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 **five* main stage 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 \$1.00 tickets to all county high school theatre students and ESL students, free tickets to all Associated Students members, and \$5.00 tickets to all SRJC administrators, faculty, classified staff, and STNCs. In response to the economic crisis, the program has continued to offer one bargain matinee performance for each production. This has proved very successful with young people, families, and retirees.

In spite of the economic downturn, the Theatre Arts season has increased ticket sales within the last five years. Average attendance per year is approx. 13,000 and Box Office sales for 2013-2014 were over \$130,000.

** As a temporary measure in light of the current economy and budget cuts, the Theatre Arts season was reduced to four productions in 2011. The program intends to reinstate the fifth show in 2016.*

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:

- *Disturbed* - 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.

Past collaborations include:

- *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

On several occasions over the last ten years, one or more deaf students have requested an interpreted performance with DRD. In those cases, the Theatre Arts faculty worked closely with the interpreters assigned to the show and actively publicized the performance to the Deaf community throughout Sonoma County. 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 two regional award winners sent to the national festival, several semi-finalists and finalists in design, playwriting and acting, two winning Tech Olympics teams, and a full production invited to perform at the regional festival.

Study Abroad

Most recently, a Theatre Arts faculty member (part-time) taught in the Florence program in Spring 2014. In the past nine years, three Theatre Arts faculty members (two full-time and one part-time) have also taught in the Study Abroad program in London. 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.

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 improv sessions, guest speakers, and the production of student-directed and/or student-written work.

The Theatre Arts faculty and staff have actively supported the student club through both advising and resources. In Fall 2012 and Fall 2013, the department co-produced the Empty Space Project with the Student Theatre Guild. In both cases, this was to be a simply staged production focusing on the relationship between actor and script, completely directed, designed and performed by students. Both productions were held in the Student Activity Center in Bertolini Hall.

Empty Space Project - Fall 2012: *Trust* by Steven Dietz

This full-length play by an established playwright was directed by a student, Skylar Evans. It was also entered in the Kennedy Center American College Theatre Festival. Two of the actors were selected to compete for acting scholarships at the regional festival and Skylar was selected for the Directing competition, as well.

Empty Space Project - Fall 2013: *American Dream* (a collaborative piece)

This one-hour presentation was a compilation of original work and oral history monologues exploring a central theme.

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

1.1d Hours of Office Operation and Service by Location

Theatre Arts Department

Overview: Between the two programs, the 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. SRT (Summer Repertory Theatre Festival) starts on the day of graduation in May and completes the week before fall semester begins, the same day the yearly program faculty begin to gear up for the fall.

Theatre Arts (*Yearly Program*)

Theatre Arts Office: During the academic year, the Theatre Arts office is open Monday through Friday from 9:00AM to 6:00PM (and often well beyond), staffed by the Theatre Arts Administrative Assistant III (12-month contract). 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 Wednesday, Thursday and Friday from 12-4PM and one hour before each performance (averaging **32 performances per semester**, with the addition of Music Dept. events) during the school year; hours expand to a 7 day/week schedule during the summer months for SRT. The Box Office is supervised by a classified employee who works 19 hours a week, 12 months a year.

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

1.2 Program/Unit Context and Environmental Scan

Theatre Arts Department

Theatre Arts/SRT (Summer Repertory Theatre Festival)

The two programs housed within the Theatre Arts Department serve two closely aligned, but distinct educational functions:

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*) 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 continues to flourish in California in spite of the economic downturn. Theatre Arts and SRT students are well-prepared to enter many aspects of the industry successfully. However, the combination of budget cuts, state policy changes, aging facilities and equipment, and unsustainable workload demands on faculty and staff (caused in large part by the first three issues) is beginning to compromise our ability to sustain that success.

While creative solutions have been and can continue to be found, without the district supporting reasonable work schedules for the department's core faculty and staff, doing so is becoming more and more difficult.

RECENT CHANGES AND CRUCIAL ISSUES

Theatre Arts Curriculum and Repeatability

Recent 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. That review was completed in March 2013 and a transition plan was submitted to the Vice President of Academic Affairs in April 2013.

In order to preserve the vitally important skill development necessary for Theatre Arts students to succeed in transfer and occupational goals, the department is currently writing 32-40 additional course outlines (the majority will be new leveled courses, to replace formerly single, repeatable courses), as well as revising the majority of existing courses in the Theatre Arts curriculum in some manner.

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.*)

The writing and revision of curriculum, and the necessity to set up methods to inform and advise continuing students through this process has already resulted in a significant workload increase for the Theatre Arts faculty, in particular the Dept. Chair.

Local AA and TMC

The new "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 current Theatre Arts 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.

Certificates

In regard to our current Certificate Program, it is the department's intention to pursue the following goals during the 2014-2015 school year:

- Review and, when applicable, revise all five current Certificates of Achievement.
- Establish an advisory committee for both programs (Theatre Arts and SRT). This long-standing goal has been repeatedly delayed by workload issues within the department, as well as obstacles accommodating the complex work schedules of those who would serve on such a committee. However, recent revisions in district advisory committee meeting procedures appear to have resolved the obstacles and we should have the committee established by year's end.

- Consider development of a new interdisciplinary Musical Theatre Certificate, in collaboration with the Music Dept. and the Dance program.
- Either develop a new Stage Management Certificate and/or revise the existing Theatre Management certificate to more accurately reflect entry level position requirements.

Technology

Aging and Inadequate Instructional Sound and Lighting Equipment:

Burbank Auditorium is both a public performance space and a teaching laboratory year-round. In addition, Newman Auditorium is also used for 2-4 productions each year and requires supplemental lighting and sound equipment because it is not equipped adequately. Therefore, the Theatre Arts Dept. maintains a large inventory of instructional sound and lighting equipment for use in both spaces throughout the year.

The majority of that equipment inventory is nearing the end of its life expectancy and must be replaced before it seriously compromises the quality of productions and other events and the classes attached to said productions and events. In addition, in order to best prepare our students to be competitive in the industry it is essential that we have up-to-date technology in these vitally important instructional spaces, which is not currently the case. Discussions to identify funding sources will be ongoing.

Classroom Mediation Needs:

Media Cart for Acting Studio: Funding was approved in late Spring 2013 for a portable projector cart for the **Acting Studio (Rm. 214)**. This includes a cart, projector, a new combination DVD/VCR, a new projection screen, and the necessary cabling. While detailed discussions have taken place with Media Services regarding the acquisition of this equipment, installation has not taken place as of yet.

Mediation or Media Cart for Makeup Room: The Makeup Rm (Rm. 226) also needs to be mediated. A ceiling-mounted projector with portable computer cart will likely be the best solution; the space limitations and usage make a traditional media station unlikely.

Mediation or Media Cart for Lighting Laboratory: A request has been on the PRPP for a few years now to also mediate **Rm. 290**. The need continues. However, since the Scene Shop is used for both instruction and construction, the Theatre Arts Department is now proposing an alternative, **mediating Rm. 283**. Rm. 283 is a former lecture classroom; in Spring 2013, a proposal was approved by the Vice President of Academic Affairs to redesignate that classroom as the **Lighting Laboratory for Theatre Arts**. Funding acquisition for the refurbishing of the room and installation of a second door is in process. Currently, classes and meetings are scheduled in Rm. 283 each semester.

Production Support:

With the recent acquisition of six iPads, the department will be incorporating their use into the production process during the 2014-2015. In doing so, the department will actively be exploring the viability of tablet-based instructional technology in various courses. In addition, additional application and software needs will undoubtedly be identified.

Other Recent Acquisitions:

In 2013-2014, Theatre Arts received funding for the purchase of ten new PCs for classroom use. The department also received funding to purchase Vectorworks, the industry standard software for set designers and lighting designers. These acquisitions are invaluable for our technical, design, and management courses.

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 75% 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. While finding production sponsorship and corporate underwriting might help alleviate these financial pressures, 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.

Performance Venue Limitations:

Ideally, a theatre program of our size would have at least two performance venues (a large show space and a more intimate thrust theatre or Black Box theatre), in order to

expose students to a variety of real-world production challenges. Departments with multiple venues also have more flexibility in controlling production costs while maintaining educational values.

However, at present the 600-seat Burbank Auditorium is the primary performance venue for the Theatre Arts Department. While the program does use Newman Auditorium for selected productions that need the intimacy of that space, design options there are greatly limited during the school year because it must also serve the needs of lecture classes during the school week. Therefore, when we do a "Newman show," it limits learning opportunities for our technical and design students.

In addition to Burbank, we need at least one smaller venue that can be used year-round. This, in turn, would increase the availability of Burbank for other departments and events.

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 19 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* and will be producing *The Phantom of the Opera* in Fall 2014.
- Expansion of Theatre Arts Box Office services to include Music Dept. events. [*While the 2013-2014 pilot project was successful, this project is currently on hold until additional funding can be found to increase the work hours of the Box Office Manager.*]
- Further developing the ongoing collaboration between Theatre Arts and Music, in which Theatre Arts provides technical and production support for Music events.

- 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 in Fall 2014. It has also been approved for C-ID and satisfies one of the electives in the Theatre Arts TMC.

Another area of potential collaboration is with Consumer and Family Studies. Their Interior Design and Fashion programs have been hard hit by a number of factors in recent years. While discussions have just begun, it is possible that our two departments could collaborate on some curriculum, as well as share some resources and specialized instructional spaces, that would be beneficial to the students of both departments.

Additional Facility Limitations and Their Impact on Instruction ***(See also 2.5b)***

Over the years a variety of events have occurred in regard to our facilities that are now causing significant ramifications. They include:

Lack of Instructional, Coaching and Rehearsal Space:

In 2006, we lost Rm. 299, a large temporary building located behind Burbank - While this aging building was in poor shape, it served as our only lecture classroom, our secondary rehearsal space, and the only private coaching space for acting faculty to work with students during office hours.

Ramifications:

1. With our general education courses scheduled during the prime time hours of 9:00 AM-Noon (because the majority of our other courses are scheduled in the afternoons), we now must compete for mediated lecture space with many other departments. In addition, since our general education courses often involve interactive exercises, traditional lecture spaces are often inadequate for our instructional needs.
2. Without a secondary rehearsal space for our productions, we have been forced to use Burbank Auditorium stage for that purpose. As a result, this has significantly reduced the availability of that facility for other purposes and resulted in scheduling challenges when the stage is needed for loading in sets and hanging lights.
3. Without a designated coaching space, acting faculty often must coach students in the highly public theatre lobby or on the disabled seating platform in the theatre while construction work is being done on stage.

Impact of Increased Number of Music Dept. Events in Burbank:

Growth in the Music Department programs has resulted in the need for an increased number of performances in Burbank, both at midterm and the ends of each semester. The Theatre Arts Department has been very supportive of this expanded programming. However, it has also created significant scheduling pressures and workload increases for Theatre Arts staff, faculty, and student employees.

2.1a Budget Needs

Theatre Arts Department

Overview

The Theatre Department's budgetary needs fall into three different categories:

1. Managing and maintaining Burbank Auditorium, which includes producing events for other departments (Music, Dance, PDA presentations, etc.).
2. Theatre Arts (*Yearly program*) instruction and production
3. SRT (*Summer Repertory Theatre Festival*) instruction and production

During the 2009/10 fiscal year, the Theatre Arts Department experienced over \$21,000 in cuts (4000s and 5000s); these cuts had a significant impact on both programs, which continue to the present day. It is important to stress that the symbiotic relationship of the two programs within the department means that cuts that are experienced by one program have a significant impact on the other program in a variety of ways.

The current economic downturn has also had a significant negative impact on both programs in a variety of ways:

- **The cost of production supplies** (lumber, metal, fabric, etc.), **equipment maintenance/replacement and services** have increased dramatically, at the same time budgets have been reduced.
- **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** has increased over the last seven years, particularly for musicals, which cost as much as \$1,000 per performance. 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, but as royalties increase the cost of producing musicals has become more of a strain on our limited production budgets. In addition, as an austerity measure Theatre Arts reduced our season by one show for the last two years (and will continue this reduction for 2014-2015), but by necessity increased the performances of our musicals to offset lost revenue. Every additional performance requires an additional royalties payment.
- **Marketing and Audience Development Costs:** It has become more difficult to draw audiences at the same time we have had to depend more and more on our box office revenues. Therefore, we are having to spend more money, time and resources in the attempt to reach, inform and attract audiences.
- **Box Office Revenue and Production Selection:** As budget cuts have continued and costs for resources have increased, we have been forced to depend more and more on our box office revenue, similar to a "for-profit" theatre. Such a situation forces us to select shows more and more for box office appeal, rather than primarily for the

educational needs of our students. 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 the Theatre Arts Department 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.

The reality is that the cost of managing Burbank Auditorium is taking more and more resources away from the growing instructional needs of both programs. This is difficult to illustrate using a single PRPP. SRT now has a separate PRPP so the needs of that program can more easily be identified. However, 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.

Managing Burbank Auditorium - Burbank Budgets

Managing and maintaining a substantial facility like Burbank Auditorium is both a departmental and a district responsibility. While Theatre Arts and Summer Repertory Theatre are the greatest users of the facility, it is not only used by these programs; it is also used by Music, Dance, and PDA, as well as for the Police Graduation, Community Education, and other events on occasion.

Much of the aging equipment and infrastructure in **Burbank Auditorium** is in need of repair or outright replacement. Yet, only Theatre Arts is responsible for maintaining the equipment with a minimal allocated budget to do so. In 2009-10, the Burbank budgets (1008 - Burbank supplies, Burbank equipment), which were already inadequate to handle such a substantial requirement, both received approx. 15% cuts. These cuts have remained and since Burbank is an essential instructional facility for both Theatre Arts and SRT, the cuts have had to be made up from the remaining budgets of those programs. As more and more equipment reaches the end of its lifespan, this is creating a difficult financial and workload burden for our programs.

The Burbank Overtime budget (also 1008) was originally intended to pay the Theatre Arts Production Specialist to run load-in, lights and sound for all non-Theatre Arts Dept. events, such as those produced by the Music Department, Dance, Community Education, the Police Graduation, and PDA. 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 we have been able to alleviate the workload problem to some degree by hiring an STNC for Music events with some of these funds, the number of Music events have increased recently and are quickly outstripping the funds available.

All of the Burbank Auditorium budgets need to be substantially augmented or the district needs to redirect costs (including the extensive labor required) so that it becomes a district responsibility.

Theatre Arts (*Yearly program*)

- **In Spring 2011, we decided to cut a show for 2011-12 in order to preserve expenses and FTEF. This cut continues through 2014-2015.**

The yearly Theatre Arts Department program produces excellent shows with professional production values. However, the program is not sufficiently funded. The rising costs of construction materials coupled with our lack of modern equipment places a huge burden on our yearly budget. We fall 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, dress forms, construction equipment, etc). Our annual maintenance budget is less than the cost of maintaining one sewing machine (\$89.99). We have fourteen sewing machines, several washing machines and dryers, an ironing system and all of the construction machinery in the Scenery Laboratory. The dry cleaning budget only covers the cost of one of our four shows.

- ***Have you implemented any cost savings measures during this academic year that have saved the District money? Is so, describe those.***

Theatre Arts continually strives to use district funds wisely and economically. Aging facilities and equipment require that we apply any savings that may occur during the year to upgrade, repair, or replace instructional equipment, yet such savings fall far short of what is actually needed.

- ***How do your budget statistics compare to the district-wide range?***

The two programs within the Theatre Arts Department are unique to the district in their breadth and scope. District-wide comparisons are deemed to be not relevant.

- ***Describe areas where your budget might be inadequate to fulfill your program's goals and purposes.***

Our STNC and Student Labor budgets have not increased in over fifteen years despite steady increases in the minimum wage and hourly salaries, thus resulting in a reduction of available work hours. And we, of course, have suffered from four years of cuts. Without improvements in both of these areas, Theatre Arts cannot continue to maintain our goal of providing state-of-the-art technical productions and up-to-date training.

We need increases in our instructional supplies budgets. We continually go over budget in graphics, dry cleaning, and equipment maintenance (although we budget very carefully and have continued to reduce paper use whenever possible.)

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

2.1b Budget Requests

Rank	Location	SP	M	Amount	Brief Rationale
0001	Santa Rosa	04	07	\$10,000.00	Additional funds to maintain and adequately equip Burbank Auditorium.
0002	Santa Rosa	02	01	\$10,000.00	Additional funds for sets, lights and costumes.
0003	Santa Rosa	02	01	\$12,000.00	Additional funds for play/musical royalties
0004	Santa Rosa	04	01	\$9,000.00	Additional funds for equipment repair

2.2a Current Classified Positions

Position	Hr/Wk	Mo/Yr	Job Duties
Administrative Assistant III	40.00	12.00	Theatre Arts AA/Business Manager: Performs all duties of an academic department's administrative assistant, plus extensive additional duties serving as the Business Manager for the Theatre Arts Department's yearly theatre company - Complex budget spreadsheets; handling honorariums; 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	12.00	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.
Box Office Technician	19.00	12.00	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 online newsletter, school ticket offers, and special events promotion. (Has recently taken on ticket sales for Music Dept. events as well.)
Media 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 approx. 20-30 hours of that allocation. (75% 11 month position, shared with Art Department.)

2.2b Current Management/Confidential Positions

Position	Hr/Wk	Mo/Yr	Job Duties
Department Chair/Artistic Director	12.00	10.00	Position includes all duties of a Department Chair (12 hours/week; 27% load - increased to 35% starting Fall 2014) PLUS extensive special duties as Artistic Director (approx. 5.04 hours/day, year-round, mostly unloaded and unpaid): Coordinates and supervises all artistic aspects of a 4-5 show theatre company.

			<p>Supervises Theatre Arts Foundation Account. Oversees proper handling and deposits of Theatre Arts ticket revenues.</p> <p>Interviews and hires all visiting professional staff 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 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>
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2.2c Current STNC/Student Worker Positions

Position	Hr/Wk	Mo/Yr	Job Duties
BURBANK Overtime Technical Assistant	5.20	10.00	Covers stage, sound, and lighting needs for Burbank events not covered by the THAR Technical Director: Music Department events and some community education events.
THAR Student Employee - Scenery Laboratory	10.00	10.00	Construction of scenic elements for main stage productions
THAR Student Employee - Scenery Laboratory	10.00	10.00	Construction of scenic elements for main stage productions
THAR Student Employee - Costume Laboratory	10.00	10.00	Construction of costume elements for main stage productions
THAR Student Employee - Costume Laboratory	10.00	10.00	Construction of costume elements for main stage productions
THAR Student Employee - Box Office	10.00	12.00	[currently a FEDERAL WORK STUDY position] Assists Box Office Manager

2.2d Adequacy and Effectiveness of Staffing

Theatre Arts Department

Theatre Arts Staffing Profile

Regular Faculty

3 contract faculty*

2.87 FTE (2013)

1.06% of District Total

- Laura Downing-Lee, Faculty and Dept. Chair/Artistic Director.
Load for Chair (2012-13; 2013-14): 27% per semester
- Maryanne Scozzari, Faculty
- Leslie McCauley, Faculty

**The fourth contract faculty, James Newman, is 100% reassigned time for Summer Repertory Theatre Festival. His FTE now appears on the SRT PRPP.*

Adjunct Faculty

Approx. 14 adjunct faculty per semester

2.87 FTE (2013)

Classified Staff

4 Classified Staff

plus

1 Shared Classified Staff position

2.6598 FTE (estimated)

1.01% of District Total

- THAR Administrative Assistance III = 1.0
- THAR Costume Technician = 0.45 *(NOTE: Position originally 37%; an annual temporary increase of an additional 3 hrs./week was made permanent in Spring 2014.)*
- THAR Production Specialist = 1.0
- THAR Box Office Manager = 0.47

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). In addition, the hours for the ART Media Tech, who serves as the Promotions Photographer for the yearly program, is also divided between THAR and SRT.

Plus

- 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.

STNC

1 STNC

.0839 FTE (as of 2012-13)

The STNC data from 2012-2013 may no longer reflect the current situation. While the need is greater, currently Theatre Arts has only one STNC position - the Burbank Overhire Technical Assistant.

Student Employees

We currently have the *equivalent* of five student employee positions - two positions in the Scene Shop (Scenery Lab), two positions in the Costume Studio (Costume Shop), and one position in the Box Office. However, the total number of hours available are often subdivided between students because they can only work a limited number of hours. Therefore, the number of student employees listed represents this situation.

RECENT STAFFING IMPROVEMENTS

Classified Box Office Manager - Temporary Increase: Theatre Arts received permission for a short-term increase of hours for the 47% Box Office Manager in Fall 2014, in order to include Music Department events in both online and in-person ticket sales. While still needed, this increase was temporary and has been discontinued. *(See more under Staffing Issue below)*

THAR Costume Technician - Permanent Increase to 18 hours/week: For over two years, this 15-hour/week position received an additional 3 hours per week as a temporary increase by the district. In Spring 2014, that increase was made permanent.

STAFFING ISSUES AND NEEDS

IDENTIFIED NEED -

Increase Funding for Student Labor

Student employee positions in our department are usually in high demand because the positions are convenient, flexible, and provide employment experience in their field of choice (thus building their resumes for the future). In addition, hiring student help can be an economical way to alleviate some of the workload issues for both staff and faculty in our demanding program.

However, the budget for student employees has not gone up in over 15 years while the minimum wage per hour continues to go up. Therefore, the department has experienced a loss in overall workhours.

We need an increase in our student employee budget allocation to mitigate the rate increase. Doing so 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
- Box Office Student Assistant(s)
- Production Assistant:
- Costume Studio Student Assistants
- Scenery/Lighting/Sound Student Assistants

IDENTIFIED NEED -

Increase Hours for Classified Box Office Technician (aka "Box Office Manager"):

Theatre Arts/SRT has greatly benefited by the transition of the STNC Box Office Manager to the 47% Classified Box Office Manager. However, after completing our third year with the position at 47%, it is clear that the workload outstrips the current number of allocated hours.

Therefore, this position needs to be **at least a 75% position. In addition, this position should qualify for Shift Differential.**

The Theatre Arts Department, with the support of the Music Department, requests that this position be permanently increased to 75%. **Were the position to be increased to 75%, the Box Office could continue to handle the ticket sales for the Music Department events throughout the year.** This proposal is based on the year-long pilot program conducted in 2013-2014.

Benefits to the District:

- Redirects box office-related workload currently shouldered by Music Dept. faculty, staff and students to a professional Box Office Manager specifically trained in handling ticket sales and dealing with the public. Allows Music Dept. faculty and staff to better focus on the needs of their program.
- Increased level of professionalism and better public relations for Music Dept. events.
- Centralized location for patrons wishing to purchase tickets for academic performing arts programming (Theatre Arts/SRT, Music, Dance).
- Online and pre-event ticketing made available for Music Dept. events
- Computerized accounting of ticket revenue for Music Dept., Theatre Arts Dept. and Dance Dept. events

Expanded Proposal – Creation of Centralized District Box Office

Should the District move to 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.

IDENTIFIED NEED -

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 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 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.

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, 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 AAIII
4. SRT AAIII
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)

IDENTIFIED NEED -

Increase of Hours for Costume Technician: The Theatre Arts Department produces four-five shows each year, requiring hundreds of costumes to be made, altered and/or purchased. Currently, this is done by one full-time Costume Instructor (for very little load), one part-time Costume Technician, and a few student employees. As a comparison, the Costume Laboratory at Sonoma State has 3 full time employees to handle a comparable number of productions and costumes.

The current allocation of hours for Costume Technician position is insufficient to meet the demands of the Costume Studio and production workload. 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.**

IDENTIFIED NEED -

Funding for Costume STNCs:

The Theatre Arts Department currently produces four shows a year, including two large productions. As the need for large casts has increased, so too has the volume of costumes. Additional skilled labor is needed so that the full-time Costume instructor and Costume Technician can mentor the many students who work in the Costume Studio as part of their course DHR hours or as volunteers. The cost of STNC funding for additional skill labor during high production periods would be \$3,068 (200 additional hours).

IDENTIFIED NEED -

Production and Resource Manager:

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

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 build schedules, facilities coordination, and resource documentation, as well as facilitating the elaborate communication network required of such production programs. This position would also oversee the department's costume, scenery, and property inventory at the warehouse in Windsor. Potentially, this position could also take on the coordination of production elements for Music and Dance Department public events, alleviating a heavy workload for the Music and Dance faculty and staff, as well.

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.

IDENTIFIED NEED -

House Manager:

A House Manager is the individual overseeing the needs of the audience in a theatre; in Burbank Auditorium, that number can reach 660 for a single performance. 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, over the last four years the Theatre Arts Department has had a single House Manager, paid for by an arrangement with an outside work experience program for seniors. Unfortunately, that funding ended in Sept. 2012, yet the need for a single, skilled House Manager is more apparent than ever, not only for Theatre Arts events, but for *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.

Therefore, we request a Classified part-time permanent position. The position would entail approx. 480-500 hours per year, averaging approx. 40 hours per month. 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, SRT, Music, and Dance. Due to the night and weekend schedule for the position, this position would also qualify for Shift Differential.

IDENTIFIED NEED -

Burbank Technician:

The workload for the Theatre Production Specialist (AKA "Technical Director") is far more substantial than a single individual can accomplish within a 40 hour work week. In addition, the person holding that position is also expected to serve as the facility manager for Burbank Auditorium, an aging and demanding facility to maintain, and coordinate technical needs for non-Theatre Arts events in Burbank.

Although there is a small allocation of funding for a Burbank Technician, it is insufficient to cover its current application, that of hiring a skilled STNC to handle the Music Department events each semester, as well as any other non-Theatre Arts events. While we have been lucky enough to find two excellent STNC employees over the last five years, the reality is that they are in high demand. When they are not available, the Theatre Production Specialist must work additional hours, further exacerbating his already overloaded schedule.

Therefore, the Theatre Arts Program (and the other departments who use this position) need a permanent 40%-50% 10-month classified employee to be the Burbank Technician. In addition to serving the technical needs of the Music and Dance Departments, this position could also alleviate some of the evening and weekend production workload for the Theatre Production Specialist. This would result in an important cost savings for the Theatre Arts Department by reducing the considerable amount of overtime (paid at time and a half) accumulated by the Production Specialist each year.

By reducing the amount of evening/weekend hours for the Production Specialist, this new position would also free him up so that he could complete more equipment and facility maintenance during the day, an important and growing need.

2.2e Classified, STNC, Management Staffing Requests

Rank	Location	SP	M	Current Title	Proposed Title	Type
0001	Santa Rosa	07	02	Theatre Arts Box Office Technician (47.5%)	Theatre Arts Box Office Technician (75%)	Classified
0001	Santa Rosa	07	01	Theatre Arts Promotions Specialist (Reinstate)	Theatre Arts Promotions Specialist (47.5%)	Classified

0002	Santa Rosa	04	01	Theatre Arts Production Technician (Burbank STNC)	Theatre Arts Production Technician (Burbank)	Classified
0002	Santa Rosa	03	02	New Classified position - pay rate TBD	Theatre Arts House Manager	Classified
0002	Santa Rosa	02	01	Theatre Arts Costume Technician (37.5%/10 mon.)	Theatre Arts Costume Technician (100%/10 mon)	Classified
0003	Santa Rosa	00	00	New Management position	Theatre Arts Production & Resource Manager (8.0)	Management
0004	Santa Rosa	02	01	Theatre Arts Costume Technician (STNC)	Theatre Arts Costume Technician (STNC)	STNC

2.3a Current Contract Faculty Positions

Position	Description
Faculty, Laura Downing-Lee	Department Chair; Expertise in Acting, Directing, Theatre History, Dramatic Literature, Theatre for Young Audiences, Dramaturgy
Faculty, Leslie McCauley	Expertise in Acting, Directing, Theatre History, Dramatic Literature, and Multicultural Theatre
Faculty, Maryanne Scozzari	Expertise in Costuming, Makeup, Hair, Technical Theatre, Puppets, and Masks
Faculty, James Newman	Artistic Director Summer Repertory Theatre Festival (See SRT PRPP)

2.3b Full-Time and Part-Time Ratios

Discipline	FTEF Reg	% Reg Load	FTEF Adj	% Adj Load	Description
Theatre Arts Yearly Program	2.8700	50.0000	2.8700	50.0000	While the ratio of full-time to part-time faculty is fairly even, the many specializations within this diverse field require more full-time faculty to provide continuity for students in each area.

2.3c Faculty Within Retirement Range

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

At this time, two faculty members are within retirement range.

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

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

The Theatre Arts Department is unique from other academic departments in that many of the department's courses are directly related to the two production programs 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 4-5 quality theatre productions, a dance concert and two public showcases, 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 (*Yearly Program*).

The Costume/Makeup Specialist is currently the department's only full-time faculty member in Technical Theatre and Design. As a result, she must shoulder much of the academic coordination of our Technical Theatre production program. At the same time, she must design and build costumes, hair and makeup for a minimum of two shows per year (usually the two largest show), which regularly involves instructing students during that process.

The year-round workload for the SRT (*Summer Repertory Theatre Festival*) Artistic Director, in preparation for the five-production summer season produced the center piece of that professional training program, is so substantial that the position is 100% Summer Rep. While the SRT Artistic Director does complete his departmental service through participation in evaluations and special projects, he is unable to share in much of the departmental workload shouldered by the other three full-time faculty.

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 #1

Full-Time Technical Theatre/Design Instructor - Stagecraft

For many years the Theatre Arts Department had a full-time instructor whose expertise was in Technical Theatre/Design; his teaching load was split 50/50 with his duties as Artistic Director of SRT. When he retired in January 2005 and the new Artistic Director was hired, the President made the decision to make the position 100% SRT Artistic Director, leaving the department without a Technical Theatre/Design faculty member.

The lack of a full-time Technical Theatre/Design faculty member has had a considerable impact on the department in the years since the position was reassigned. The benefits of a new full-time faculty position in this area include:

- **Recruitment:** A full-time faculty member in this field would be able to actively recruit students from throughout Sonoma County in Technical Theatre/Design, meet with prospective students visiting the campus, and provide guidance for students preparing to start the program.
- **Occupational and Academic Advising:** Having a Technical Theatre/Design specialist regularly available to advise and mentor Technical Theatre/Design students in the areas of stagecraft, set design, lighting design, sound engineering and design, and related areas. This instructor would also be able to advise students as they prepare to apply for entry level jobs.
- **Mentoring Student Designers:** This individual would be able to mentor student designers in set design, lighting design, props design, sound engineering and design, and related areas throughout their process.
- **Cohesive Instruction in Specialized Areas:** While we have been very lucky in finding excellent adjunct faculty to teach our Technical Theatre courses to date, these courses require individuals with specific areas of expertise and they are in high demand as a result. Should we lose one or more of our current Technical Theatre/Design adjunct faculty, we could have significant difficulty in replacing them. This is particularly a concern because the high cost of living in Sonoma County makes it difficult to compete. (As an example, in Fall 2013 we reopened our adjunct pool, particularly focusing on Technical Theatre applicants. Only one applicant had experience in these specialized areas and in education.)
- **Providing a Well-Rounded Theatre Arts Faculty:** In most programs of our size, there would be at least four full-time faculty - two in acting/directing/literature and history, one in costuming/makeup/design and one in stagecraft/sets/lighting/props. Such a configuration supports the fact that students in Theatre Arts often select areas of specialization early in their studies; at the same time, all Theatre Arts students are expected to study all aspects of the field. Having full-time faculty in each of the areas provides them with the instructional continuity and well-rounded support they will need throughout their education.
- **Handling the Present and Anticipating the Future:** Two of the four full-time Theatre Arts faculty are now within retirement range. While those retirements may still be some time off, the reality is that the department is likely to go through considerable change in the next ten years. Having a full contingent of four full-time faculty in Theatre Arts (not counting the SRT Artistic Director) will allow the department to better serve the changing needs of the students, handle the current workload more effectively and plan for the future.
- **Production Instructional Support:** In many academic theatre programs, the position of Technical Director is actually a full-time faculty position. This is common because students need the continuity of an instructor during both the daytime construction of shows and the

night/weekend load-in and rehearsal process. While that position is a classified position at SRJC (see Theatre Arts Production Specialist), there are limits to what a classified employee is able to do in the time allotted. Thus, the department constantly struggles with managing his limited hours while trying to meet the demands of the workload. Ongoing issues such as equipment maintenance, safety assessments, and supervision of student workers are complicated by the fact that there is no full-time Technical Theatre faculty member.

- **A Resident Designer, Teaching By Example:** Students benefit greatly by observing a faculty designer during his/her process. In having an educator/artist in residence, the students have far more opportunities to learn by example.

As a 100% instructional faculty Faculty position, this full-time faculty member in Technical Theatre/Design would teach three-four classes per semester (see below) and oversee all technical production students, as well as design 2-4 shows per year (in the areas of sets, lights, and/or sound) for our mainstage productions:

THAR 20 Introduction to Stagecraft

THAR 26 Introduction to Theatrical Lighting

THAR 23 Introduction to Set Design

THAR 24 Introduction to Design Principles

They may also teach:

THAR 27 Properties Workshop

THAR 25 series - Production and Construction Practicum

THAR 50 Introduction to Theatre Management

THAR 50L Theatre Management Laboratory

FACULTY STAFFING NEED #2

Reassigned-Time or Allied Faculty Redesignation for Costume Design Instructor

The Theatre Arts Department is also in need of 20%-30% reassigned time or Allied Faculty redesignation for the Costume Design Instructor. This instructor designs and constructs all of the costumes (and often masks, hair, and makeup) for the two largest shows of the academic year. **In doing so, she is often instructing students in a laboratory setting, yet receives no load for doing so. This design work (and the hours spent constructing these production elements) is not a part of this instructor's teaching load nor does this instructor receive any release time. Unpaid/unloaded time averages 350 hours per semester.**

***Recommendation:* Redesignate 20%-30% this position's load as Allied Faculty.**

FACULTY STAFFING NEED #3

Adequate Reassigned Time for the Department Chair/Artistic Director

As of Fall 2014, the Theatre Arts Department Chair will receive **35% reassigned time** according to the new Chair formula; this number will increase to 38% per semester in Fall 2015. While this is a most welcome increase from the former load of 27%, based on the old formula, it is still inadequate to cover the requirements of the position. Due to the unique nature of the discipline and department, this continues to be one of the most complex and time-consuming

department chair positions in the district. In addition to the required responsibilities of a Chair that are compensated through existing AFA chair formula, the Department Chair/Artistic Director coordinates an equivalent of a full-time theatre company; therefore, the Chair/Artistic Director spends an average of an additional **5.11 hours a day working as an Artistic Director year-round**.

Acknowledging both this additional workload and the delay in approval of the new Chair formula, Vice President of Academic Affairs approved a small temporary allocation of additional reassigned time in 2012-2013 . A more substantial temporary allocation of 20% per semester was approved for 2013-2014, and that same amount was also allocated for 2014-2015. While we are extremely grateful for these accommodations, especially in light of the current economic situation for the district, the reality is that the Theatre Arts Department Chair/Artistic Director workload *still* outstrips the new total allocation of 55% reassigned time (35% Chair reassigned time plus the temporary Artistic Director allocation of 20% reassigned time).

The lack of sufficient time for the Department Chair/Artistic Director to perform the substantial, time-sensitive duties of the position adversely impacts the entire department. Recent changes at the state and district level have also increased the Chair workload, yet make it increasingly important that the three full-time Theatre Arts faculty have more time for student mentoring, advising, and departmental strategic planning . The result of all these factors is an untenable situation and a positive solution must be found:

Option 1

Therefore, the Theatre Arts Department requests a commitment from the District of **40% permanent reassigned time per semester** for the Artistic Director duties, in addition to the reassigned time allocated by the new Chair formula identified in the AFA Contract. (35% Dept. Chair allocation + 40% Artistic Director allocation = 75% reassigned time)

OR

Option 2

Recognizing the District's concern about losing valuable instructional time for faculty serving as Dept. Chairs with large reassigned time loads, the following three-part alternative is proposed:

1. Reinstate and expand the former Promotions Specialist position for Theatre Arts/SRT as the new Arts Promotion/Marketing Specialist

AND

2. Create a new management position (see Production and Resource Manager under 2.2d) similar to the Shone Farm Manager. This new management position would focus on the logistics of the production season, taking on approximately a third of the workload of the Theatre Arts Artistic Director. This new position could also assist in the coordination of public events for the Music Department, thus reducing workload issues for the faculty of that department, as well as for the Administrative Assistants in both Theatre Arts and Music.

WHILE

3. Allocating 15% permanent reassigned time for those Artistic Director responsibilities that would remain with the Dept. Chair by necessity.

Duties of the Theatre Arts Artistic Director:

The following list of duties for the Theatre Arts Artistic Director was first developed in 2007 and explains the workload in detail:

1. Coordinates and supervises all artistic aspects of the program, including the “vision” for the season, selection of plays and musicals, scope of productions, and development of detailed and extensive artistic show requirements. Maintains positive communication and morale between directors, designers and crew. In the Theatre Arts Department every play produced requires creative problem solving and collaboration between faculty, classified employees, guest designers, and students. **Additional time required: 160 hours/year**

2. Supervises the Theatre Arts Foundation Accounts, including overall budget preparation, production budgets for each show, keeping program within budget, and approving foundation expenditures, transfers to the district budget, and purchase requests out of foundation accounts.

Additional time required: 60 hours/year

3. Oversees proper handling and deposits of Theatre Arts ticket revenues.

Additional time required: 10 hours/year

4. Interviews and hires all visiting professional staff for Theatre Arts production season (note: this is separate from faculty/staffing for the academic department). Assigns design positions to full-time and adjunct faculty, classified staff, and student designers. Develops staff letters of agreement and stipends. Supervises the work of all staff that manages the running of public performances and venues.

Additional time required: 50 hours/year

5. Coordinates Public Relations efforts for Theatre Arts including oversight of publicity for production season and ongoing promotional/recruitment materials. Insures that all publicity reflects the desired public image of the yearly Theatre Arts program. Writes press releases, arranges interviews with the press and directors/designers/department chair, coordinates (with help of directors) photo shoots for local papers, produced campus emails blasts (15 a year). Works with faculty to ensure the currency of the Theatre Arts website.

Additional time required: 100 hours/year

6. Proof reads all publicity materials for a five-show season, including posters, flyers, ads, high school letters, free ticket vouchers, programs, and banner.

Additional time required: 90 hours/year.

7. Manages public performance spaces (Burbank and Newman) including communication and coordination with SRJC Facilities Operations, Campus Police, Custodial Services, Computing Services, Media Services and Theatre Arts Production Technician to insure that all public venues are ready for rehearsals and productions. In addition, also coordinates with Music, Dance, Community Ed, and off campus renters for same public venue use.

Additional time required: 34 hours/year

8. Works with the Summer Repertory Theatre Artistic Director to coordinate offerings and share facilities, resources, and personnel as appropriate. **Additional time required: 34 hours/year**

9. Organizes and coordinates the annual Design Conference for the Theatre Arts’ season.

Additional time required: 10 hours/year

10. Attends all production meetings (typically three) for all main stage shows. (15-20 total meetings)

Additional time required: 25 hours/year

11. Attends designer run-throughs of all main stage shows. (10 total run-throughs)

Additional time required: 50 hour/year

12. Attends two to four technical and dress rehearsals for all main stage shows (10-20 total rehearsals)

Additional time required: 100 hours/year

13. Meets with directors to discuss artistic integrity of main stage shows (at least 5 total meetings)

Additional time required: 15 hours/year

14. Attends opening performance of all main stage shows to demonstrate leadership, collegial support, and to ensure artistic integrity of the show. (5 total performances)

Additional time required: 20 hours/year

15. Works with the Summer Rep Artistic Director on coordinating the Box Office system, including training, administration and organization of box office staff, development of online ticketing, maintenance of the system, and ongoing upgrades.

Additional time required: 60 hours/year

16. Attends production meetings for the spring Dance Performance. Attends the Dance Performance.

Additional time required: 5 hours/year

17. Works with the Theatre Arts Administrative Assistant to complete the master production calendar.

Additional time required: 25 hours/year

18. Prepares contracts for outside services employed for specific artistic play requirements (e.g.: Flying by Foy, Actors Equity Association, Weapons of Choice, Guest Playwriting lecturers, etc).

Additional time required: 20 hours/year

Totals

868 hours/year

435 hours/semester

25.53 hours/week

5.11 hours/day

An additional reassignment of 40% for the Artistic Director is requested. This is still below the hours that are reflected in the itemization above.

2.3e Faculty Staffing Requests

Rank	Location	SP	M	Discipline	SLO Assessment Rationale
0001	Santa Rosa	02	01	Faculty: Technical Theatre Specialist-Stagecraft	
0002	Santa Rosa	02	01	Faculty: Costume Design Reassign Time	
0003	Santa Rosa	02	01	THAR Artistic Director	

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

Theatre Arts Department

As Burbank Auditorium reaches its 75th year, the cost of maintaining and managing the facility and its aging inventory is demanding increasingly large portions of the limited resources of both the Theatre Arts and Summer Repertory Theatre Festival programs (see also 2.1a Budget Needs).

Over the last eight years, the focus in Burbank has been on important and necessary safety upgrades. These include the complete safety overhaul of the Fly System, the 1st through 4th electrics, new catwalks for the fly system and the tension grid catwalks in the theatre house. We also received an inter-district donation of a Dust Collection System for the Burbank Scene Shop.

Yet, as a result, requests for much-needed instructional and non-instructional equipment are often overshadowed by the growing safety problems within the theatre itself.

Falling Behind in Meeting Instructional Needs and Industry Standards

While there have been improvements, the reality is that much of the current instructional and non-instructional equipment used by our department in both programs is not adequate to meet the educational needs of our students. Significant improvements in lighting, sound, construction, and costuming equipment are necessary to bring us up to the level of industry standards. Theatre Arts students often come from high schools with superior technologies and more current equipment, and the limitations of our current equipment make it increasingly difficult to prepare our students for transfer and entry level positions.

With each passing year, it is increasingly apparent that much of the equipment used in the Theatre Arts Department is either out-of-date or reaching the end of its usable" life expectancy".

Issues in Infrastructure and Instructional/Non-instructional Equipment Inventory

In Spring and Summer 2014, Burbank received several inspections and a variety of safety-related concerns were identified. In addition, detailed feedback from Media Services was received about the existing sound equipment inventory used by the Theatre Arts Department. And reports were gathered from both Theatre Arts and visiting SRT staff about the inventory, as well. Conclusions from these inspection and inventory reports include:

- The need for a **full replacement of aging electrical cable and the lighting patch bay** in Burbank.
- Much of the **lighting equipment** is no longer up to industry standards and needs either significant repairs or replacement. This includes both individual lighting instruments, as well as other equipment such as cables and connectors. The purchase of current technology, such as ETC Source Four lighting instruments, moving lights, High

Output LED color changers and strip lights would mean training students on equipment that they are much more likely to encounter as they enter the job market. In addition, such technology is more energy-efficient, providing cost savings for the District.

- The **sound equipment inventory** is no longer up to industry standards. A complete overhaul of the sound system, including cabling, the sound booth, and wireless microphone system is needed.
- The entire "**com system**," which allows communication between the back stage and the booths may need to be replaced.
- Aspects of the recently installed **rigging system** are of concern and will require significant adjustments/changes. Additional equipment also needs to be purchased to align the rigging system with new, more rigorous standards.
- The **Burbank stage curtains** (including legs, borders and larger curtains) are rapidly deteriorating and must be replaced.
- **Doorway Curtains for Burbank:** The velvet curtains covering the four doorways in Burbank are no longer closing properly due to wear and tear. Repairs are becoming increasingly difficult to make.
- The **acting rehearsal furniture** used in Rm. 214 (Acting Studio) is rapidly deteriorating and some of the items are no longer safe to use. This furniture is used by hundreds of students each year for 14 acting classes, 2 acting showcases, and rehearsals for 9 productions. Replacement furniture must be custom designed and constructed to meet instructional needs and demands.

In addition, there are other issues elsewhere that need to be addressed, that involve both instructional equipment and non-instructional equipment requests, as well as facilities issues. They include:

- **Storage Bins for Lighting Lab:** Rm. 283 has been repurposed as the Lighting Lab for the Theatre Arts Department, with the intention to relocate the majority of the lighting inventory currently stored in Rm. 284 to Rm. 283. This plan would allow for space in Rm. 284 (located directly adjacent to the Burbank stage) for the storage of the acoustical shell used for Music Department events). However, this transition cannot occur until new double doors are installed between Rm. 283 and Rm. 284. In addition, it would be impossible to relocate the majority of lighting equipment currently stored in Rm. 284 without the acquisition of additional storage bins and shelving for Rm. 283.
- **Blackout Blinds for Rm. 214:** This south-facing laboratory classroom needs to have the ability to quickly, easily and fully cover the large windows. There are several reasons for this -
 - 1) Due to the position of the room, sunlight through the windows can hamper visibility when students are presenting in class .
 - 2) Due to the lack of dressing rooms in Burbank Auditorium, Rm. 214 is used as a dressing room for large productions during the school year and all Burbank productions for SRT.
 - 3) Due to the lack of a smaller Black Box theatre, Rm. 214 currently serves as the performance space for the public performances of the advanced acting showcases each semester. All light from the windows must be blacked out for performances.

4) Media viewing: Although the room is still awaiting the new Media Cart, instructors do present visual media in the classroom. The windows must be completely covered in order for the images to be viewed clearly.

- **Dye Vat:** The laundry room/dye vat area currently has an industrial washing machine originally purchased for dyeing, yet due to errors in purchasing and installation, the existing machine cannot be used for that purpose. Therefore, it needs to be removed and replaced with a "stewpot vat" for dyeing fabric. However, one cannot be installed in the laundry room/dye vat room because the space does not have adequate ventilation. While we have requested space in Garcia Hall, currently there is no other facility available and dyeing fabric is an essential part of the instructional/production process for our programs.

- **Washers and Dryers:** Laundry for nine shows per year is handled using the equipment in the existing laundry room. We recently purchased one new washer and dryer, but are in need of replacing the other two sets. However, they cannot be replaced until the following facilities work is done: 1) the unusable industrial washing machine mentioned in the Dye Vat section above is removed and the existing concrete slab underneath it is also removed. 2) the wall behind the machine is remodeled to accommodate changes in the design of new, high efficiency washers and dryers. New machines are deeper and the narrow room cannot accommodate six new machines in its current configuration (see 2.4e & 2.5b). However, new machines would be more energy efficiency (thus a cost savings to the District), better to use for fabric longevity, and more time efficient to use for students, faculty and staff. *(Currently, it takes 1-2 hours after each performance to wash laundry and transfer it to the dryers; for night shows this means that students and supervisors are often waiting until after midnight to complete this necessary task.)*

- **Makeup Mirror Lights:** While this appears to have been tabled for now, there still may be changes in federal standards regarding incandescent lightbulbs that could directly impact our makeup laboratory classroom; the current makeup mirrors all use a specific size/type of bulb that may become obsolete quickly should these changes ultimately go into effect. Depending on how this issue is resolved throughout the industry, the makeup laboratory may need to be completely renovated with new light systems surrounding each makeup station in the classroom.

Please note: all equipment requested for Burbank Auditorium is also used by SRT, Music, Dance, PDA, Community Education, and other programs on campus (for instance: the Police Graduation).

Classroom Mediation Needs

While the curricular needs for mediation are significant, currently the Costume Shop (Rm. 218) is the only mediated classroom assigned to Theatre Arts during the academic year. The following requests for mediation have been on the Theatre Arts PRPP for several years:

- **Media Cart for Acting Studio:** Funding was approved in late Spring 2013 for a portable projector cart for the **Acting Studio (Rm. 214)**. This includes a cart, projector, a new combination DVD/VCR, a new projection screen, and the necessary cabling. While detailed discussions have taken place with Media Services regarding the acquisition of

this equipment, installation has not taken place as of yet. *(Note: Since this project had already been approved, but had not been completed, we were instructed by the Manager of Media Services to retain the request on our Instructional Equipment list, but lower its priority ranking.)*

Mediation or Media Cart for Makeup Room: The Makeup Rm (Rm. 226) also needs to be mediated. A ceiling-mounted projector with portable computer cart will likely be the best solution; the space limitations and usage make a traditional media station unlikely.

Mediation or Media Cart for Lighting Laboratory: A request has been on the PRPP for a few years now to also mediate **Rm. 290**. The need continues. However, since the Scene Shop is used for both instruction and construction, the Theatre Arts Department is now proposing an alternative, **mediating Rm. 283**. Rm. 283 is a former lecture classroom; in Spring 2013, a proposal was approved by the Vice President of Academic Affairs to redesignate that classroom as the **Lighting Laboratory for Theatre Arts**. Funding acquisition for the refurbishing of the room and installation of a second door is in process. Currently, classes and meetings are scheduled in Rm. 283 each semester.

SRT (Summer Repertory Theatre Festival)

Please note that every item on our Instructional Equipment Request form is actually 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 and Software Requests

Rank	Location	SP	M	Item Description	Qty	Cost Each	Total Cost	Requestor	Room/Space	Contact
0000	Santa Rosa	04	01	Microphones - replacement package	1	\$1,600.00	\$1,600.00	Downing-Lee/Newman	Burbank	Ari Poppers
0001	Santa Rosa	02	01	Burbank: Clear-Com units- beltpacks & headsets	10	\$360.00	\$3,600.00	Downing-Lee/Newman	Burbank	Ari Poppers
0001	Santa Rosa	02	01	Dept.: Shelving Storage Bins for Lighting Lab	12	\$300.00	\$3,600.00	Downing-Lee/Newman	Rm 283	Laura Downing-Lee
0001	Santa Rosa	02	01	Dept.: Classroom tables for Lighting Lab	4	\$250.00	\$1,000.00	Downing-Lee/Newman	Rm 283	Laura Downing-Lee
0001	Santa Rosa	04	01	Burbank: Multicables for lighting-var. lengths	2	\$5,000.00	\$10,000.00	Downing-Lee/Newman	Burbank	Ari Poppers
0002	Santa Rosa	04	07	Burbank: Cable Tension Tester for Rigging	1	\$1,000.00	\$1,000.00	Downing-Lee/Newman	Burbank	Ari Poppers
0002	Santa Rosa	02	01	Dept.: Wireless Receivers	6	\$300.00	\$1,800.00	Downing-Lee/Newman	Burbank	Ari Poppers
0002	Santa Rosa	02	01	Dept.: Wireless Transmitters	6	\$300.00	\$1,800.00	Downing-Lee/Newman	Burbank	Ari Poppers
0002	Santa Rosa	04	01	Burbank: Masking Curtains - full stage set	1	\$10,000.00	\$10,000.00	Downing-Lee/Newman	Burbank	Ari Poppers
0002	Santa Rosa	02	01	Dept.: Wireless Microphones	20	\$200.00	\$4,000.00	Downing-Lee/Newman	Burbank	Ari Poppers
0003	Santa Rosa	02	01	Burbank: Portable lighting dimmer packs (6 chan.)	4	\$900.00	\$3,600.00	Downing-Lee/Newman	Burbank	Ari Poppers
0003	Santa Rosa	04	01	Burbank: ETC Source Four lighting instruments	100	\$350.00	\$35,000.00	Downing-Lee/Newman	Burbank	Ari Poppers
0003	Santa Rosa	04	01	Burbank: Dye Vat and Ventilation System	1	\$20,000.00	\$20,000.00	Downing-Lee/Newman	Burbank	Julia Kwitchoff
0003	Santa Rosa	02	01	Dept.: Dress Forms (various sizes)	8	\$825.00	\$6,600.00	Downing-Lee/Newman	218	Julia Kwitchoff
0003	Santa Rosa	02	01	Dept.: Rehearsal Furniture package (wood & metal)	1	\$5,000.00	\$5,000.00	Downing-Lee/Newman	214	Laura Downing-Lee
0004	Santa Rosa	04	01	Burbank: High Output LED strip lights	8	\$3,000.00	\$24,000.00	Downing-Lee/Newman	Burbank	Ari Poppers
0004	Santa Rosa	04	01	Burbank: Lighting dimmer pack (24 chan. @ 2.4kw)	4	\$8,000.00	\$32,000.00	Downing-Lee/Newman	Burbank	Ari Poppers
0004	Santa Rosa	04	01	Burbank: Low Noise Vacuum Cleaner	2	\$300.00	\$600.00	Downing-Lee/Newman	Burbank	Laura Downing-Lee
0004	Santa Rosa	04	00	Dept.: Washing Machines	2	\$1,000.00	\$2,000.00	Downing-Lee/Newman	218	Julia Kwitchoff
0004	Santa Rosa	04	01	Dept.: Clothes Dryers	2	\$1,000.00	\$2,000.00	Downing-Lee/Newman	218	Julia Kwitchoff
0004	Santa Rosa	04	01	Dept.: Plotter (large-scale printer)	1	\$1,200.00	\$1,200.00	Downing-Lee/Newman	Burbank	Ari Poppers
0004	Santa Rosa	04	01	Burbank: High Output LED color changers	12	\$1,200.00	\$14,400.00	Downing-Lee/Newman	Burbank	Ari Poppers

0004	Santa Rosa	04	01	Dept.: Apps for i Pads	3	\$100.00	\$300.00	Laura Downing-Lee	Burbank	Laura Downing-Lee
0005	Santa Rosa	04	01	Burbank: Industrial Vacuum Cleaner	2	\$500.00	\$1,000.00	Downing-Lee/Newman	Burbank	Laura Downing-Lee
0005	Santa Rosa	04	01	Burbank: Moving Lights	8	\$3,000.00	\$24,000.00	Downing-Lee/Newman	Burbank	Ari Poppers
0005	Santa Rosa	04	01	Dept.: New lights for Makeup Mirrors	20	\$500.00	\$10,000.00	Downing-Lee/Newman	Burbank	Ari Poppers
0005	Santa Rosa	04	01	Burbank: Industrial Vacuum Cleaner	2	\$500.00	\$1,000.00	Downing-Lee/Newman	Burbank	Laura Downing-Lee
0005	Santa Rosa	04	01	Dept: Retractable black-out blinds for Acting Lab	9	\$1,000.00	\$9,000.00	Downing-Lee	214	Laura Downing-Lee
0006	Santa Rosa	04	01	Dept.: Mediated Classroom or Cart Burbank 226	1	\$15,000.00	\$15,000.00	Downing-Lee	226	Laura Downing-Lee
0006	Santa Rosa	00	00	Dept.: Mediated Classroom Burbank 290 or 283	1	\$15,000.00	\$15,000.00	Downing-Lee	290 or 283	Laura Downing-Lee
0007	Santa Rosa	04	01	Dept.: Laptops - Dell	5	\$1,500.00	\$7,500.00	Downing-Lee/Newman	Burbank	Laura Downing-Lee
0007	Santa Rosa	04	01	Dept.: Panel Saw	1	\$5,000.00	\$5,000.00	Downing-Lee/Newman	Burbank	Ari Poppers
0008	Santa Rosa	04	01	Burbank: Acoustic Sound Baffling Paneling	6	\$500.00	\$3,000.00	Downing-Lee/Newman	Burbank	Ari Poppers
0009	Santa Rosa	04	01	Dept: Mediated Classroom or Cart Burbank 214	1	\$15,000.00	\$15,000.00	Downing-Lee	214	Laura Downing-Lee
0010	Santa Rosa	04	01	Dept.: iPads w/durable cases	5	\$500.00	\$2,500.00	Downing-Lee/Newman	Burbank	Laura Downing-Lee

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

Rank	Location	SP	M	Item Description	Qty	Cost Each	Total Cost	Requestor	Room/Space	Contact
0001	Santa Rosa	04	01	Curtains for Theatre Doorways	4	\$2,000.00	\$8,000.00	Laura Downing-Lee/Newman	Burbank	Laura Downing-Lee
0002	Santa Rosa	04	01	Hallway Curtain with Cabinet	1	\$8,000.00	\$8,000.00	Laura Downing-Lee/Newman	Burbank Lobby Hallway	Laura Downing-Lee
0003	Santa Rosa	04	01	Commercial Refrigerator for Concessions	1	\$3,000.00	\$3,000.00	Downing-Lee/Newman	207	Laura Downing-Lee
0004	Santa Rosa	04	01	Padded folding chairs	40	\$50.00	\$2,000.00	Downing-Lee/Newman	214	Laura Downing-Lee
0005	ALL	04	01	8-person cargo van	1	\$35,000.00	\$35,000.00	Downing-Lee/Newman	240	Laura Downing-Lee
0006	Santa Rosa	04	01	Lockable Wardrobe Cabinet (durable, on wheels)	1	\$1,000.00	\$1,000.00	Downing-Lee	214	Laura Downing-Lee
0007	Santa Rosa	04	01	Energy Efficient Refrigerators	2	\$1,000.00	\$2,000.00	Downing-Lee/Newman	Costume Shop & Scene Shop	Laura Downing-Lee

2.5a Minor Facilities Requests

Rank	Location	SP	M	Time Frame	Building	Room Number	Est. Cost	Description
0001	Santa Rosa	04	01	Urgent	Burbank	Burbank 283 & 284	\$15,000.00	Insertion of door between Rm. 283 and Rm. 284; refurbishment of Rm. 283 as the new Lighting Laboratory (classroom and lighting inventory laboratory). Rm. 284 will become storage for the Music Dept. choral shell.
0002	Santa Rosa	04	01	Urgent	Garcia Hall & Burbank	Garcia Hall & Burbank	\$90,000.00	Now that the new Culinary Arts building is completed, we request to remodel and occupy the former kitchen area of Garcia Hall. 1) Interior remodel of Garcia to accommodate the SRT/Theatre Arts Costume Laboratory, Laundry Room, and Scenic Laboratory. Permanently relocating these laboratories would eliminate the need for SRT to move these areas each summer and impact other college facilities. 2) Relocate Makeup Room furnishings and refurbish Rm. 218, 224, 226 to provide much-needed enlarged Makeup Room and Dressing Rooms. 3) Refurbish former Laundry Room (Rm. 216) as much-needed instructional storage room for Acting Studio.
0003	Santa Rosa	04	01	Urgent	Burbank	Burbank 216	\$15,000.00	Ventilation in dyeing room. (Safety issue; would be resolved more economically if Costume Shop and Laundry facilities were relocated to Garcia Hall - see above.)
0004	Santa Rosa	04	01	Urgent	Burbank	Burbank	\$10,000.00	Temporary repair of Burbank stage deck
0005	Santa Rosa	04	01	Urgent	Burbank	Burbank	\$20,000.00	Minor refurbishment of Rm. 214 (Acting Studio) - Electric window blinds, replace electric plugs in baseboard, relocate pulldown media screen, remove small mirror and ballet bars.

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 office and storage 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.*)
- **Alert System to be installed in the Burbank Box Office.** Both IT and Facilities were working on this project a year ago, but to our knowledge, the project was never completed. **Work in progress.**
- **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. **Work in progress.**
- **Remodel Laundry Room to Accommodate 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 accommodate 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 inadequate 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. *(The fact that we produce six or more shows a year in a theatre that has no formal dressing rooms baffles theatre artists and educators who tour our facilities.)*
 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.
- **Interdepartmental 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 Garcia Hall Rm. 835, 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, re-designated as the Lighting Laboratory classroom and inventory storage
- **Adapt Rm. 284** (currently Lighting Storage) as the storage space for the Music Dept. acoustical shell OR grand piano (both cannot fit) adjacent to the stage. Possible two-level storage to allow for storage above the acoustical shell or grand piano. **Stage level storage of these heavy items would greatly reduce the risk of injury for Facilities employees during transport of these heavy items used for Music Dept. performances four weeks a year.**
- **Minor refurbishing in the Acting Studio (Rm. 214)**, including replacing window blackout coverings, repairing power outlets, removing the small mirror, and providing mediation (media cart and additional equipment).
- **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 and ADA compliance

3.1 Develop Financial Resources

Theatre Arts Department

Theatre Arts currently does not have any funding from grants. However, it is increasingly apparent that we must explore other sources of funding in order to sustain and improve our educational program, production program, and facilities for future students.

Advisory Board and CTEA Funding

Once our Advisory Board is established, we hope to apply for CTEA funding to purchase state-of-the-art sound and lighting equipment in order to better train our students.

Expanding Audiences

We need to look for grants to help us in attracting younger audiences and more multicultural audiences. Productions like *American Night: The Ballad of Juan José* (Spring 2015) lend themselves to outreach opportunities within our diverse community if funding can be found.

Production Underwriting and Sponsorship

With increased production costs and limited district resources, we want to work with the Foundation on the potential of finding corporate and private sponsorship for specific productions.

Cross-Disciplinary and Community Project Grants

The theatre easily lends itself to dynamic cross-discipline projects, as well as productions that address significant issues within the community. We would like to research funding for such projects to incorporate into our existing production program. In addition, we would like to expand opportunities for our students to develop their own work within our program; such student-focused programming also lends itself to certain types of grants.

3.2 Serve our Diverse Communities

Theatre Arts Department

Theatre Arts (*Yearly Program*)

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”.

Sixteen 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, Puente, the SRJC Museum, the ASL Department, and many others. To date the yearly program has produced three Native American Premieres (two in collaboration with Greg Sarris), three Latino plays, two African American plays, several multicultural scripts, one ASL play and several Gay-themed plays.

Last year we opened with a play that explored the prevalence of Attention Deficit Disorder and the controversies regarding treatments. In Spring 2015 we will be producing *American Night: The Ballad of Juan José*, a play developed by the Chicano comedy troupe Culture Clash. The

program's priority is to cast according to the playwright's intention. To this end we actively recruit performers from diverse backgrounds.

Five years ago, the program began implementing free tickets for the adult ESL students. At several performances there were an average of 130 adult ESL students, most of whom had not been to the theatre before. We also sent out free tickets to all of the ESL classes at the local high schools as well as \$1.00 tickets for the local high school theatre classes.

The program updated the THAR 6 Multicultural Perspectives in American Theatre course, bringing the content to currency and adding Student Learning Outcomes. Thanks to support from DRD, we have been able to offer approximately two ASL-interpreted performances during most school years.

The current faculty/adjunct/classified/STNC diversity data is:

Approximately 2/3 Female and predominantly White at the present time. One faculty member and one STNC are fluent in Spanish; two other members of the faculty and staff are currently gaining proficiency in that language. Two faculty members are fairly proficient in ASL.

The diversity within our core student population is beginning to change significantly. The current student diversity data (2012-2013) for Theatre Arts is:

Gender

60.6% Female

36.2% Male

Age

9.8% are over 30 years of age

Race/Ethnicity

1.8% Asian

0.9% Black

17% Hispanic *[Note: This number has doubled since 2011-2012]*

0.4% Native American

0.3% Pacific Islander

0.7% Filipino

7.1% Other Non-White

3.6% Decline to Stage

3.3 Cultivate a Healthy Organization

Theatre Arts Department

Theatre Arts (Yearly Program)

Although the Theatre Arts faculty and staff have demanding work schedules, we recognize the importance of professional development and willingly support one another in pursuing such opportunities. Whether it be substituting for a colleague's class when they are performing out of town or encouraging classified staff to take advantage of training workshops, we make sure that professional development is a part of our departmental culture. In doing so, we are also modeling the value of lifelong learning for our students and our experiences directly benefit the students in our classes and productions.

Recent examples include:

- **Professional Production Work:** Theatre Arts faculty and staff often work for regional theatres, as directors, actors, designers, and technicians. Faculty member Reed Martin continues to tour both nationally and internationally as a member of the Reduced Shakespeare Company.
- **ACTF:** In February 2014, faculty members Maryanne Scozzari and Laura Downing-Lee attended the regional American College Theatre Festival held at Boise State University in Idaho, accompanying nine students from the department. While there, the faculty participated in professional workshops, attended productions, and networked with theatre educators and artists from throughout the region. Laura Downing-Lee also directed a staged reading of a one-act written by a student from Western Washington University.
- **Website Training:** Jo deBenedictis, Administrative Assistant III, has completed three Drupal trainings in preparation for developing the department's new website.
- **Teaching in the Study Abroad Program:** In Spring 2014, adjunct Wendy Wisely taught in Florence, Italy. Several SRJC students attended the program with her.
- **Sabbaticals:** Leslie McCauley's Spring 2012 sabbatical was used to research Indian classical dance theatre by traveling to India for personal instruction in Bharatanatyam technique as well the academic study of Kathakali and other forms. Maryanne Scozzari's Spring 2009 sabbatical was used to develop online instructional materials and videos for her costuming class. Laura Downing-Lee's upcoming sabbatical in Spring 2015 will focus on research and professional observation relating to the development of New Works.
- **Serving on Hiring Committees:** Faculty Leslie McCauley served on the hiring committee for the new Dean of Arts and Humanities. Classified staff member Jo deBenedictis served on the hiring committee for the new instrumental music faculty with the Music Dept. in Summer 2013.
- **Coursework:** Adjunct faculty Risa Aratyr continues to take classes in Spanish at SRJC. Full-time faculty Laura Downing-Lee has taken three vocal music classes with the Music Dept., improving her own singing skills and strengthening her work as a director.
- **Training the Trainer:** The Production Specialist, Ari Poppers, completed a three-day Hydraulic Lift training in Sacramento during Summer 2012; this training qualifies him to provide training for students and colleagues throughout the district, as needed.
- **Technical Skills:** The Box Office Technician, Lori Harvey, continues to take self-directed online study of Excel skills. Several faculty have taken CATE and Moodle training workshops.
- **USITT:** In March 2012, staff member Ari Poppers, staff/faculty member Julia Kwitchoff and faculty member Maryanne Scozzari all attended the national conference of USITT (United States Institute for Theatre Technology), an association of design, production and technology professionals in the entertainment industry.
- See 3.4 for Safety and Emergency Preparedness trainings completed.

SRT (*Summer Repertory Theatre Festival*): See SRT PRPP

3.4 Safety and Emergency Preparedness

Theatre Arts Department

Theatre Arts/SRT (Summer Repertory Theatre Festival)

Injury and Illness Prevention Program

With the help of the Manager of Environmental Health and Safety, we began to implement several aspects of the IIPP last 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; all the full-time faculty and staff, as well as the Box Office Technician, Lori Harvey, are current.
- Fire extinguisher training is advised for all faculty and staff in technical theatre areas.
- Hydraulic Lift training is required of all faculty, staff and students before using the lift; our Production Specialist can now provide that training himself. He will also need periodic "refresher" training.
- Fall Protection Training: Six members of the faculty and staff completed a one-day fall protection training in August 2014 that specifically focused on theatre-related situations. The Production Specialist also attended a more general fall protection training in May 2014.
- Respirator usage: While we have discussed this training with Doug Kuula, we have had difficulty scheduling such a training due to conflicting schedules.

Building and Area Safety Coordinators

The individuals below have gone through the Safety Coordinators' training. In truth, however, all of our core faculty and staff should receive such training since each individual is often the only staff or faculty member in the building at different times. However, due to workload issues, it has been difficult for these individuals to remain current with the Safety Coordinator trainings.

Theatre Arts (Yearly Program)

Leslie McCauley, Maryanne Scozzari

SRT (Summer Repertory Theatre Festival):

James Newman

Emergency Supplies and First Aid Kits

The emergency kit for Burbank Auditorium is currently stored in the supplies closet on the south side of the theatre. First aid kits are located in each major work space and are checked regularly.

3.5 Establish a Culture of Sustainability

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

The Theatre Arts Department has been conducting a review of current practices over the last five years, identifying several places in which we were able to start implementing more sustainable practices. Although significantly limited by an aging facility and limited access to resources, we have already made excellent progress.

- We are particularly interested in the use of LED lighting instruments in the theatre. This new technology, in the form of LED strip lights and other instruments, would be an invaluable addition to the lighting inventory for Burbank Auditorium, as they are much more energy efficient to use and would provide lighting students with exposure to up-to-date technology. **Work in progress.**

Until Burbank Auditorium is fully renovated, many energy saving resources that would be invaluable cannot be used and funding to replace our aging, inefficient equipment is extremely limited. In addition, we are already finding that new energy efficient appliances, such as new commercial refrigerators and new washers and dryers, are often incompatible with the available space or other aspects of our aging facility.

4.1a Course Student Learning Outcomes Assessment

Theatre Arts Department

Theatre Arts (Yearly Program)

Courses with SLOs

All Theatre Arts courses have been updated and approved. All Theatre Arts courses have SLOs.

SLOs Assessments Completed/In Process

As of Summer 2014, at least one SLO for every active course that has been scheduled in the last three years by Theatre Arts will have been assessed.

The following assessments will be entered in Sharepoint in Fall 2014:

THAR 11.8
 THAR 13.1
 THAR 49
 THAR 81A

The following courses will be assessed in Fall 2014 and results entered in Sharepoint:
 THAR 11.5 (This course has not been offered since 2009, but is offered in Fall 2014; SLOs will be assessed at that time).

The following courses have not been offered in three years:
 THAR 17
 THAR 42
 THAR 225 (inactivated)

The department currently tracks all SLO assessment using an Excel spreadsheet (see below) and has a plan in place for assessing SLOs in the years to come.

THEATRE ARTS SLO ASSESSMENT TRACKING SHEET
(Updated Dec. 30, 2014)

COURSES

THAR 1: WORLD THEATRE THROUGH TIME

SCHEDULED: 1X/Semester COURSE OUTLINE LAST REVIEWED: 12/9/2013 CERTIFICATES APPLICABLE: A, C, M, S, TM MAJORS : AA, AA-T

#OF SLOS	SLO ASSESSED	LAST ASSESSED	ASSESSED BY	METHOD	TBA/EST.SEM	NOTES:
3	#2 & #3	SP 2014	WISELY	ESSAY	FA 2020	
	#1	SP 2013	SHILLINGTON	EXAM	2019	

THAR 2: INTRO TO THEATRE ARTS

SCHEDULED: 1-2 Sections/Semester COURSE OUTLINE LAST REVIEWED: 3/12/2012 CERTIFICATES APPLICABLE: NONE* MAJORS : AA-T

#OF SLOS	SLO ASSESSED	LAST ASSESSED	ASSESSED BY	METHOD	TBA/EST.SEM	NOTES:
3	#1	SP 2014	ALVARADO	ESSAY/PERF	SP 2020	Course outlines says Certificate Applicable but it is not.
	#2	FA2012	WISELY	CRITIQUE	FA 2018	
	#3	SP 2012	MARTIN/RUSTAN	SURVEY	SP 2018	

THAR 6: MULTICULTURAL THEATRE

SCHEDULED: 1X/Year (F)

COURSE OUTLINE LAST REVIEWED:
9/22/2014

CERTIFICATES APPLICABLE: NONE

MAJORS
: AA, AA-T

#OF SLOS	SLO ASSESSED	LAST ASSESSED	ASSESSED BY	METHOD	TBA/EST.SEM	NOTES:
3	#3	FA 2013	MCCAULEY	EXAM	SP 2020	
	#1	SP 2011	MCCAULEY	RUBRIC	SP 2017	
	#2	FA 2010	MCCAULEY	EXAM	FA 2016	
	#1	FA 2013	MCCAULEY	EXAM	FA 2019	

THAR 10A: INTRODUCTION TO ACTING

SCHEDULED: 3 Sections/Semester

COURSE OUTLINE LAST REVIEWED:
3/26/2012

CERTIFICATES APPLICABLE: A, C, M, S, TM

MAJORS
: AA, AA-T

#OF SLOS	SLO ASSESSED	LAST ASSESSED	ASSESSED BY	METHOD	TBA/EST.SEM	NOTES:
1	#1	FA 2010	MCCAULEY/DOWNING	RUBRIC	FA 2016	

THAR 10B: SCENE STUDY & CHARACTERIZATION

SCHEDULED: 1X/Semester

COURSE OUTLINE LAST REVIEWED:
3/26/2012

CERTIFICATES APPLICABLE: A

MAJORS
: AA, AA-T

#OF SLOS	SLO ASSESSED	LAST ASSESSED	ASSESSED BY	METHOD	TBA/EST.SEM	NOTES:
1	#1	SP 2014	MCCAULEY	RUBRIC/EXAM	SP 2020	

THAR 11.1: PERFORMANCE: NON-MUSICAL

SCHEDULED: 1-2 Sections/Semester

COURSE OUTLINE LAST REVIEWED:
3/12/2012

CERTIFICATES APPLICABLE: A

MAJORS
: AA-T

#OF SLOS	SLO ASSESSED	LAST ASSESSED	ASSESSED BY	METHOD	TBA/EST.SEM	NOTES:
1	#1	SP 2014	MCCAULEY	RUBRIC	SP 2020	

THAR 11.2: PERFORMANCE: MUSICAL

SCHEDULED: 1-2X/Year

COURSE OUTLINE LAST REVIEWED:
3/12/2012

CERTIFICATES APPLICABLE: A

MAJORS
: AA-T

#OF SLOS	SLO ASSESSED	LAST ASSESSED	ASSESSED BY	METHOD	TBA/EST.SEM	NOTES:
1	#1	SP 2013	MCCAULEY	RUBRIC	SP 2019	

THAR 11.3: PERFORMANCE: MUSICAL-DANCE

SCHEDULED: 1-2X/Year COURSE OUTLINE LAST REVIEWED: 5/12/2014 CERTIFICATES APPLICABLE: A MAJORS : AA-T

#OF SLOS	SLO ASSESSED	LAST ASSESSED	ASSESSED BY	METHOD	TBA/EST.SEM	NOTES:
1	1	SPRING 2013	BRANEN	SCORE SHEET	SP 2019	

THAR 11.4: PERFORMANCE: MUSICAL-VOCAL

SCHEDULED: 1-2X/Year COURSE OUTLINE LAST REVIEWED: 3/12/2012 CERTIFICATES APPLICABLE: A MAJORS : AA-T

#OF SLOS	SLO ASSESSED	LAST ASSESSED	ASSESSED BY	METHOD	TBA/EST.SEM	NOTES:
1	#1	SPRING 2013	JANIS WILSON	TEST	SP 2019	

THAR 11.5: PERFORMANCE: MUSICAL-INSTRUMENTAL

SCHEDULED: 1X/Year COURSE OUTLINE LAST REVIEWED: 3/12/2012 CERTIFICATES APPLICABLE: NONE* MAJORS : AA-T

#OF SLOS	SLO ASSESSED	LAST ASSESSED	ASSESSED BY	METHOD	TBA/EST.SEM	NOTES:
1	#1	FALL 2014	JANIS WILSON	PERFORMANCE RUBRIC	F 2020	Include in new Musical Theatre Cert?

THAR 11.8: PERFORMANCE: DANCE CONCERT

SCHEDULED: 1X/Year (SP) COURSE OUTLINE LAST REVIEWED: 3/12/2012 CERTIFICATES APPLICABLE: A MAJORS : AA-T

#OF SLOS	SLO ASSESSED	LAST ASSESSED	ASSESSED BY	METHOD	TBA/EST.SEM	NOTES:
2	#1, #2	SP 2014	BRANEN	RUBRIC, OBSERVATION	SP 2020	entered F14

THAR 13.1: PERFORMANCE WORKSHOP: STYLES, PERIODS & SKILLS

SCHEDULED: 1X/Year COURSE OUTLINE LAST REVIEWED: 3/12/2012 CERTIFICATES APPLICABLE: A MAJORS : AA-T

#OF SLOS	SLO ASSESSED	LAST ASSESSED	ASSESSED BY	METHOD	TBA/EST.SEM	NOTES:
3	#1, #2, #3	SP 2014	DOWNING-LEE	RUBRICS, SCORED ASSIGN.	SP 2020	entered F14

THAR 13.2: PERFORMANCE WORKSHOP: SHAKESPEARESCHEDULED:
1X/YearCOURSE OUTLINE LAST REVIEWED:
10/24/2011CERTIFICATES
APPLICABLE: AMAJORS
: AA-T

#OF SLOS	SLO ASSESSED	LAST ASSESSED	ASSESSED BY	METHOD	TBA/EST.SEM	NOTES:
4	#1	FA 2013	MCCAULEY	QUIZ/SCORED ASSIGNMENT	FA 2019	
	#3	FA 2012	MCCAULEY	RUBRIC	FA 2017	
	#2	FA 2013	MCCAULEY	SCORED ASSIGNMENT	FA 2017	
	#4	FA 2013	MCCAULEY	RUBRIC	FA 2019	

THAR 17: MUSICAL THEATRE TECHNIQUES

SCHEDULED: 1X/Year (not recently)

COURSE OUTLINE LAST REVIEWED:
9/21/2009CERTIFICATES
APPLICABLE: AMAJORS
: AA-T

#OF SLOS	SLO ASSESSED	LAST ASSESSED	ASSESSED BY	METHOD	TBA/EST.SEM	NOTES:
2					NOT SCHEDULED	Not offered due to budget cuts

THAR 19: MOVEMENT & IMPROVISATION

SCHEDULED: 1X/Semester

COURSE OUTLINE LAST REVIEWED:
3/26/2012CERTIFICATES
APPLICABLE: AMAJORS
: AA-T

#OF SLOS	SLO ASSESSED	LAST ASSESSED	ASSESSED BY	METHOD	TBA/EST.SEM	NOTES:
3	#3	SP 2014	FINTUSHEL		SP 2020	
	#2	SP 2014	FINTUSHEL		2020	
	#1	SP 2012	FINTUSHEL		2018	

THAR 20: INTRODUCTION TO STAGECRAFT

SCHEDULED: 1X/Semester

COURSE OUTLINE LAST REVIEWED:
9/22/2014CERTIFICATES
APPLICABLE: A, S,
TMMAJORS
: AA-T

#OF SLOS	SLO ASSESSED	LAST ASSESSED	ASSESSED BY	METHOD	TBA/EST.SEM	NOTES:
1	#1	SP 2012	CROMPTON		SP 2018	

THAR 21: INTRODUCTION TO COSTUME TECHNOLOGY

SCHEDULED: 1X/Semester

COURSE OUTLINE LAST REVIEWED:
5/9/2011CERTIFICATES
APPLICABLE: A, C,
M, TMMAJORS
: AA-T

#OF SLOS	SLO ASSESSED	LAST ASSESSED	ASSESSED BY	METHOD	TBA/EST.SEM	NOTES:
2	#2	SP 2012	SCOZZARI	QUIZ	SP 2018	
	#1	SP 2011	SCOZZARI	PROJECT	2017	
	#2	FA 2011	SCOZZARI	QUESTIONNAIRE	SEE ABOVE	

THAR 22A: THEATRICAL MAKEUP DESIGN FOR STAGE AND SCREEN

SCHEDULED: 1X/Semester COURSE OUTLINE LAST REVIEWED: 9/26/2011 CERTIFICATES APPLICABLE: A, C, M MAJORS : AA-T

#OF SLOS	SLO ASSESSED	LAST ASSESSED	ASSESSED BY	METHOD	TBA/EST.SEM	NOTES:
2	#2	SP 2012	SCOZZARI	RUBRIC	SP 2018	
	#1	SP 2011	SCOZZARI	QUESTIONNAIRE	2017	
	#2	FA 2011	SCOZZARI	RUBRIC	SEE ABOVE	

THAR 22B: SPECIAL EFFECTS MAKEUP, WIGS, AND MASKS

SCHEDULED: 1X/Year COURSE OUTLINE LAST REVIEWED: 9/26/2011 CERTIFICATES APPLICABLE: C, M MAJORS : AA-T

#OF SLOS	SLO ASSESSED	LAST ASSESSED	ASSESSED BY	METHOD	TBA/EST.SEM	NOTES:
1	#1	SP2012	SCOZZARI	RUBRIC	SP 2018	
	#1	SP2011	SCOZZARI	RUBRIC	SEE ABOVE	

THAR 23: INTRODUCTION TO SCENIC DESIGN

SCHEDULED: 1X/Every Other Year (F) COURSE OUTLINE LAST REVIEWED: 9/22/2014 CERTIFICATES APPLICABLE: C, S, TM MAJORS : AA-T

#OF SLOS	SLO ASSESSED	LAST ASSESSED	ASSESSED BY	METHOD	TBA/EST.SEM	NOTES:
1	#1	FA 2013	CROMPTON	COLLAGE PROJECT	FA 2019	

THAR 24: INTRODUCTION TO THE DESIGN PROCESS

SCHEDULED: 1X/Every Other Year (F) COURSE OUTLINE LAST REVIEWED: 11/5/2012 CERTIFICATES APPLICABLE: C, M, S, TM MAJORS : AA-T

#OF SLOS	SLO ASSESSED	LAST ASSESSED	ASSESSED BY	METHOD	TBA/EST.SEM	NOTES:
1	#1 (NEW)	FA 2012	CROMPTON	CONCEPT PAPER	FA 2018	
2	#2 (OLD)	FA 2010	SCOZZARI	ON-LINE SURVEY	COURSE REVISED	

THAR 25: PRODUCTION LAB: GENERAL

SCHEDULED: 1X/Semester

COURSE OUTLINE LAST REVIEWED:
11/7/2011CERTIFICATES
APPLICABLE: C, TMMAJORS
: AA-T

#OF SLOS	SLO ASSESSED	LAST ASSESSED	ASSESSED BY	METHOD	TBA/EST.SEM	NOTES:
4	#1, #2, #3, #4	SP 2013	SCOZZARI	RUBRIC	2019	
	#1, #2, #3	FA 2011	SCOZZARI	RUBRIC	SP 2017	

THAR 25.1: PRODUCTION LAB: COSTUME CREW

SCHEDULED: 1X/Semester

COURSE OUTLINE LAST REVIEWED:
11/7/2011CERTIFICATES
APPLICABLE: A, C,
M, TMMAJORS
: AA-T

#OF SLOS	SLO ASSESSED	LAST ASSESSED	ASSESSED BY	METHOD	TBA/EST.SEM	NOTES:
3	#1, #2, #3	Sp 2013	SCOZZARI	RUBRIC	SP 2019	
	#1, #2, #3	FA 2011	SCOZZARI	RUBRIC	SEE ABOVE	

THAR 25.2: PRODUCTION LAB: RUNNING CREW

SCHEDULED: 1X/Semester

COURSE OUTLINE LAST REVIEWED:
11/7/2011CERTIFICATES
APPLICABLE: A, S,
TMMAJORS
: AA-T

#OF SLOS	SLO ASSESSED	LAST ASSESSED	ASSESSED BY	METHOD	TBA/EST.SEM	NOTES:
3	#1, #2, #3	SP 2013	SCOZZARI	RUBRIC	SP 2019	
	#1, #2, #3	FA 2011	SCOZZARI	RUBRIC	SEE ABOVE	

THAR 25.3: PRODUCTION LAB: HOUSE STAFF

SCHEDULED: 1X/Semester

COURSE OUTLINE LAST REVIEWED:
11/7/2011CERTIFICATES
APPLICABLE: A, C,
M, S, TMMAJORS
: AA-T

#OF SLOS	SLO ASSESSED	LAST ASSESSED	ASSESSED BY	METHOD	TBA/EST.SEM	NOTES:
3	#1, #2, #3	SP 2013	SCOZZARI	RUBRIC	SP 2019	

THAR 25.4: PRODUCTION LAB: MAKEUP CREW

SCHEDULED: 1X/Semester

COURSE OUTLINE LAST REVIEWED:
11/7/2011CERTIFICATES
APPLICABLE: A, C,
MMAJORS
: AA-T

#OF SLOS	SLO ASSESSED	LAST ASSESSED	ASSESSED BY	METHOD	TBA/EST.SEM	NOTES:
3	#1, #2, #3	SP 2013	SCOZZARI	RUBRIC	SP 2019	
	#1, #2, #3	FA 2011	SCOZZARI	RUBRIC	SEE ABOVE	

THAR 25.5: PRODUCTION LAB: CONSTRUCTION

SCHEDULED: 1X/Semester

COURSE OUTLINE LAST REVIEWED:
11/7/2011

CERTIFICATES APPLICABLE: C, S, TM

MAJORS : AA-T

#OF SLOS	SLO ASSESSED	LAST ASSESSED	ASSESSED BY	METHOD	TBA/EST.SEM	NOTES:
3	#1, #2, #3	FA 2011	SCOZZARI	RUBRIC	FA 2019	
	#1, #2, #3	FA 2011	SCOZZARI	RUBRIC	SEE ABOVE	

THAR 26: INTRODUCTION TO THEATRICAL LIGHTING

SCHEDULED: 1X/Year (SP)

COURSE OUTLINE LAST REVIEWED:
10/17/2011

CERTIFICATES APPLICABLE: M, S, TM

MAJORS : AA-T

#OF SLOS	SLO ASSESSED	LAST ASSESSED	ASSESSED BY	METHOD	TBA/EST.SEM	NOTES:
2	#2	SP2013	WATTS	PROJECT	SP 2019	
	#1	SP 2012	WATTS		SP 2018	

THAR 27: PROPERTIES WORKSHOP

SCHEDULED: 1X/Semester

COURSE OUTLINE LAST REVIEWED:
3/12/2012

CERTIFICATES APPLICABLE: C, M, S, TM

MAJORS : AA-T

#OF SLOS	SLO ASSESSED	LAST ASSESSED	ASSESSED BY	METHOD	TBA/EST.SEM	NOTES:
1	#1	SP 2012	KWITCHOFF	PROJECT	SP 2018	

THAR 28: INTRODUCTION TO COSTUME DESIGN

SCHEDULED: 1X/Every Other Year (SP)

COURSE OUTLINE LAST REVIEWED:
10/17/2011

CERTIFICATES APPLICABLE: NONE

MAJORS : AA-T

#OF SLOS	SLO ASSESSED	LAST ASSESSED	ASSESSED BY	METHOD	TBA/EST.SEM	NOTES:
1	#1	FA 2012	SCOZZARI	PROJECT	FA 2018	

THAR 42: DANCE- THEATRE WORKSHOP

SCHEDULED: 1X/Year (not recently)

COURSE OUTLINE LAST REVIEWED: 3/26/2012

CERTIFICATES APPLICABLE: A

MAJORS : AA, AA-T

#OF SLOS	SLO ASSESSED	LAST ASSESSED	ASSESSED BY	METHOD	TBA/EST.SEM	NOTES:
1					NOT SCHEDULED	Not offered due to budget cuts

THAR 49: INDEPENDENT STUDY IN THEATRE ARTS

SCHEDULED: 1X/Semester

COURSE OUTLINE LAST REVIEWED: 3/8/2010

CERTIFICATES APPLICABLE: NONE

MAJORS : AA-T

#OF SLOS	SLO ASSESSED	LAST ASSESSED	ASSESSED BY	METHOD	TBA/EST.SEM	NOTES:
2	#1, #2	SP 2013	DOWNING-LEE	PROJECT	SP 2019	entered F14

THAR 50: INTRODUCTION TO THEATRE MANAGEMENT

SCHEDULED: 1X/Year (F)

COURSE OUTLINE LAST REVIEWED: 3/26/2012

CERTIFICATES APPLICABLE: A, TM

MAJORS : AA-T

#OF SLOS	SLO ASSESSED	LAST ASSESSED	ASSESSED BY	METHOD	TBA/EST.SEM	NOTES:
2	#1	FA 2013	ARATYR	RUBRIC	FA 2019	
	#2	SP 2012	ARATYR	RUBRIC	SP 2018	

THAR 50L: THEATRE MANAGEMENT LABORATORY

SCHEDULED: 1X/Semester

COURSE OUTLINE LAST REVIEWED: 3/26/2012

CERTIFICATES APPLICABLE: A, TM

MAJORS : AA-T

#OF SLOS	SLO ASSESSED	LAST ASSESSED	ASSESSED BY	METHOD	TBA/EST.SEM	NOTES:
2	#1	FA 2013	ARATYR	RUBRIC	FA 2019	
	#2	SP 2012	ARATYR	RUBRIC	SP 2018	

THAR 63: ACTING IN FILM, TELEVISION, AND VOICEOVER

SCHEDULED: 1X/Year (SP)

COURSE OUTLINE LAST REVIEWED: 9/22/2014

CERTIFICATES APPLICABLE: A

MAJORS : AA, AA-T

#OF SLOS	SLO ASSESSED	LAST ASSESSED	ASSESSED BY	METHOD	TBA/EST.SEM	NOTES:
2	#1	SP 2014	MARTIN	RUBRIC	SP 2020	
	#2	SP 2013	MARTIN	RUBRIC	SP 2018	

THAR 81A: OPERA AND RELATED FORMS IN PERFORMANCE

SCHEDULED: 1X/Year (varies)

COURSE OUTLINE LAST REVIEWED:
4/23/2013

CERTIFICATES
APPLICABLE: YES*

MAJORS
: AA-T

#OF SLOS	SLO ASSESSED	LAST ASSESSED	ASSESSED BY	METHOD	TBA/EST.SEM	NOTES:
1	#1	FA 2013	DOWNING-LEE	RUBRIC	FA 2019	COR says not Cert. App, but is.

CERTIFICATES

ACTING

TOTAL
UNITS:
29

# OF COURSES	SLO ASSESSED	LAST ASSESSED	ASSESSED BY	METHOD	TBA/EST.SEM	NOTES:
	8 core, 5 elect	FA 2014	DOWNING-LEE	COURSE SLOS	FA 2020	
8 Core 11 Elect						

COSTUMING

TOTAL
UNITS:
38

# OF COURSES	SLO ASSESSED	LAST ASSESSED	ASSESSED BY	METHOD	TBA/EST.SEM	NOTES:
	8 core, 5 elect	SP 2014	SCOZZARI	COURSE SLOS	SP 2020	
8 Core 16 Elect						

MAKE UP

TOTAL
UNITS:
36

# OF COURSES	SLO ASSESSED	LAST ASSESSED	ASSESSED BY	METHOD	TBA/EST.SEM	NOTES:
	8 core, 4+ elect	SP 2014	SCOZZARI	COURSE SLOS	SP 2020	
8 Core 11 Elect						

STAGECRAFT

TOTAL
UNITS:
32.5

# OF COURSES	SLO ASSESSED	LAST ASSESSED	ASSESSED BY	METHOD	TBA/EST.SEM	NOTES:
	8 core, 3+ elect	SP 2014	SCOZZARI	COURSE SLOS	SP 2020	

8 Core						
8 Elect						

THEATRE MANAGEMENT

**TOTAL
UNITS:
34**

# OF COURSES	SLO ASSESSED	LAST ASSESSED	ASSESSED BY	METHOD	TBA/EST.SEM	NOTES:
	8 core, 6+ elect	SP 2014	SCOZZARI	COURSE SLOS	SP 2020	
8 Core 18 Elect						

MAJORS

MAJOR: AA (LOCAL)

**TOTAL
UNITS:
19**

# OF COURSES	SLO ASSESSED	LAST ASSESSED	ASSESSED BY	METHOD	TBA/EST.SEM	NOTES:
	8 core	FA 2014	DOWNING-LEE	COURSE SLOS	FA 2020	Need to review purpose & SLO language
8						

MAJOR: AA-T (TMC)

**TOTAL
UNITS:
18**

# OF COURSES	SLO ASSESSED	LAST ASSESSED	ASSESSED BY	METHOD	TBA/EST.SEM	NOTES:
	17 courses	FA 2014	DOWNING-LEE	COURSE SLOS	FA 2020	Need to remove THAR 2 & correct core
7-12 w. options						

Certificates:

**A = Acting; C = Costuming; M = Makeup;
S = Stagecraft; TM = Theatre Management**

Majors:

**AA = "local major"
AA-T = TMC/Transfer major**

4.1b Program Student Learning Outcomes Assessment

Theatre Arts Department

Theatre Arts (*Yearly Program*)

- Program Learning Outcomes completed for the Theatre Arts Department
- Program Learning Outcomes completed for all five Career Certificates Spring 2008
- Program Learning Outcomes completed for the Theatre Arts Major, which was approved in May 2011 and implemented Fall 2011 (see Outcomes below)

Plan for Assessment of Program Learning Outcomes

As of Spring 2012, it is the department's intention to assess all program learning outcomes on a course-by-course basis, a plan that is well under way. However, during the department's planned review of the five Certificates of Achievement, now slated to start during the 2014-2015 academic year, discussion will occur in regard to the possible development of an overall assessment tool for each certificate.

All certificates except the Acting Certificate have been assessed and the results entered in Sharepoint as of Spring 2014. The Acting Certificate will be assessed in Fall 2014.

Both the Theatre Arts Major (AA) and the Theatre Arts Major for Transfer (AA-T) will be assessed in Fall 2014.

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.

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 21		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)

Theatre Arts Department

Long before the practice was formalized, the Theatre Arts Department already had a long-standing practice of identifying student learning outcomes, continually assessing those outcomes, and making curricular/instructional adjustments as needed in order to provide students with the best educational experience possible. While our adjustment to the new formalized procedures was a difficult and protracted process, this was due to the already highly impacted workload of our faculty and the complexities of curriculum issues within our discipline. We now have all our course outlines up to date, a regular assessment process in place, and planning for a full review of all certificates underway.

Unfortunately, the considerable changes in repeatability at the state level that went into effect in Fall 2013 have added an entirely new and very difficult curricular challenge to this process. During 2012-2013, the Dept. Chair conducted extensive research on curriculum in our field. Gathering that research together, she assembled a proposed curriculum plan and presented to the department faculty and staff. During Spring 2013, she conducted a variety of small group and one-on-one discussions with individual faculty about aspects of the plan and made adjustments accordingly. The final plan was presented to the CRC in late March, followed by a lengthy consultation meeting with the co-chairs of the CRC. As a result of that meeting, further adjustments were made at the department level during the months of April and May. A transition plan was prepared and that transition plan was submitted to the Vice President in late May.

The department faculty have moved forward with the substantial revising and writing of new curriculum (Summer 2013-Summer 2014) that is necessary to serve the educational needs of students in our diverse discipline. To aid in this process, the department received funding for 40 hours of adjunct curriculum work during Summer 2014; adjunct Wendy Wisely drafted at least 20 new outlines during that time, working in collaboration with the various instructors teaching in those areas.

Program Outcomes and Their Relationship to Institutional Outcomes

Because Theatre Arts/SRT is an interdisciplinary/multimedia art form, our programs encompass a wide breadth of Institutional Outcomes. Below are the Outcomes that we wrote for the Theatre Arts Program. We believe they reflect most of the college's Institutional Outcomes.

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

- Develop self-awareness and confidence through creative expression
- Collaborate and effectively communicate
- Demonstrate an understanding of time management, commitment, follow-through, and responsibility to achieve a common goal
- Creatively analyze, critique, and interpret works of theatrical art
- Identify, summarize, compare and contrast the principal movements in World theatre history and literature

- Do one or more of the following*:
 - Perform a role in a theatrical production
 - Construct theatrical elements
 - Manage a theatrical production
 - Apply fundamentals of theatrical design
- Demonstrate an understanding of and empathy for the racial, ethnic, and cultural diversity of U.S. and World theatre
- Acknowledge the necessity of currency in theatrical technology

*These objectives also apply to television, film, and other media

5.0 Performance Measures

Theatre Arts Department

Theatre Arts (*Yearly Program*)

The Theatre Arts yearly program, which includes our academic theatre company, is extremely successful. Our classes offer a wide range of topics from world theatre history, multicultural perspectives in American Theatre, and character analysis, to technical theatre, theatre design, and management. Since classes are relatively small, students have the opportunity for personal attention from professionally active instructors in a nurturing environment.

Each course examines theory and concepts while experiencing the subject through hands-on application. Students are encouraged to participate in our productions as performers, back stage technicians, or as part of the front of house management team. All Theatre Arts' courses are CSU and UC transferable. The Theatre Arts Department also offers five Career Certificates. The Theatre Arts Major was implemented fall 2011 and we will be submitting our TMC application to the Chancellor's Office in Fall 2013.

Our five* 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 extremely high production values and to pay student and staff designers.

Our students transfer to a wide variety of 4-year programs, including Cal State Fullerton, Cal State Long Beach, SSU, Cornish School of the Arts, UC Davis, UC Berkeley, UC Santa Barbara, American Academy of Dramatic Arts, SF State, Southern Oregon University, Boston Conservatory and the London Academy of Dramatic Art.

** In 2011, Theatre Arts season was reduced to four productions as an austerity measure. This reduction will continue for the 2014-2015 season.*

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

Theatre Arts Department

Theatre Arts (*Yearly Program*)

Average student headcount per semester for the yearly program from Fall 2012 through Fall 2013 is 535. We have sustained course cuts over the last six years and students have continued to be impacted by the economic downturn. However, through a combination of effective scheduling and instructor willingness to over-fill certain classes, our headcount average stayed fairly constant until Fall 2013, when it dropped considerably. This drop was experienced by many programs around the District. Since that time, our enrollment has begun to build again for most classes. Unfortunately, our THAR 2 class in Petaluma was suddenly unable to get adequate enrollment after years of enrollment increases and was cut both Spring 2014 and Fall 2014.

We have had to move certificate elective courses to a yearly rotation basis and several courses have been removed from the schedule entirely. We also made the very difficult decision to cut one of our main stage shows in 2011-12 and have decided to continue this cut for the subsequent three years. We want to go on record that this reduction is considered temporary and we have every intention of returning to a five show season once the budget picture improves. To make up for lost box office revenue, we have added performances for our two big-name musicals. However, we discovered that extending the runs of our musicals has compressed the build schedule for the shows, creating workload issues for our already overworked staff.

The following course cuts experienced in Fall 2011 have recently been reinstated:

- THAR 24 Design Workshop (requirement for Costuming, Makeup, and Stagecraft Certificates). *NOTE: reinstated for Fall 2012, because it is a component of the upcoming TMC. Will be offered every other year.*
- THAR 19 Improvisation and Movement
Fall section reinstated for Fall 2013 (has only been offered once per year for two years). Both Fall and Spring semesters successfully filled, in spite of loss of repeatability.

The following course cuts experienced in Fall 2011 have remained:

- THAR 11.1 Rehearsal and Performance Non-Musical (One of our main stage shows. Requirement for Acting Certificate). This cut has continued for Academic Year 2012-13.
- THAR 17: Intro to Musical Theatre Techniques (Elective for Acting Certificate). This cut has continued for Academic Year 2012-13.
- **Other than SRT courses, our entire summer 2011 and summer 2012 schedules were cut.**

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 Structure, 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.
- With the loss of THAR 2 on the Petaluma campus, we have lost our only remaining presence there. When time allows, we hope to meet with the Petaluma administration to discuss the changing needs of the campus and what, if any, role the Theatre Arts Dept. can serve there. We are very interested in continuing to offer at least one course a semester there, but we cannot sacrifice a Santa Rosa section in order to do so.
- It is hoped that at some point THAR 1 can be scheduled as a Medium Lecture course in Forsyth 105, or in either Newman or Burbank as a Large Lecture course.
- Theatre Arts is not developing any online courses, although faculty are utilizing online resources such as CATE and Moodle for their classes more and more. Our discipline does not seem suited to this mode of teaching. The only courses that could possibly work would be THAR 1. Faculty do not currently have time to develop online courses.

5.2a Enrollment Efficiency

Theatre Arts Department

Theatre Arts (*Yearly Program*)

Enrollment Efficiency for All Locations for Fall 2012 to Spring 2013 averages 80.15%, which was consistent with the college average of 80% for the Santa Rosa Campus. However, the number dropped dramatically in Fall 2013 to 58.2%. We are not sure about the reason, but will continue to watch the numbers closely over the next year.

Repeatability changes for 2013-2014 significantly impacted our enrollments in many of our courses. In addition, we offer many variable unit classes with multiple sections all loaded to one instructor and our maximum enrollment numbers for those courses are distorted. It is also important to note that when enrollments increased significantly during the last ten years, we adjusted our maximum enrollment numbers upward to accommodate increased demand. However, our enrollment and retention for some courses has been impacted in the last few years by changing factors such as increased unit fee amounts, repeatability changes, and necessary curricular adjustments.

We will be reviewing the maximum enrollment numbers for each course in our curriculum to determine if those maximums continue to be appropriate. If not, we will be placing a request with the Vice President for appropriate adjustments.

SRT (*Summer Repertory Theatre Festival*): See SRT PRPP

5.2b Average Class Size

Theatre Arts Department

Theatre Arts (*Yearly Program*)

Class sizes have fluctuated in recent years. Some have gone up, some down. The average class size on the Santa Rosa campus was 12.37 between Fall 2012 and Fall 2013. After holding fairly steady for three years, the number suddenly dropped in Fall 2013. Similar drops were experienced by many departments in the District, and enrollment has improved for most of our classes since that time, but we are continuing to monitor the situation closely.

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. 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

THAR 50L

THAR 81A

- 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 Skills; to be replaced by new course sequence in Spring 2015)

THAR 21 (and corresponding THAR 25.5 section for Construction Skills; to be replaced by new course sequence in Spring 2015)

THAR 22A (and co-requisite of THAR 25.4)

THAR 27 (and corresponding THAR 25.5 section for Construction Skills; to be replaced by new course sequence in Spring 2015)

THAR 26 is 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, which will be replaced by a new course sequence in Spring 2015.)

- 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

SRT (*Summer Repertory Theatre Festival*): See SRT PRPP

5.3 Instructional Productivity

Theatre Arts Department

Theatre Arts (*Yearly Program*)

While Instructional Productivity ratios for Theatre Arts may have been inaccurate in the past, it should be noted that from **Fall 2008 to Fall 2010, the instructional productivity ratio increased 25%**. It then held fairly steady until Fall 2013, when it dropped considerably.

Ratios for Theatre Arts (all locations): An average of 15.272%

Fall 2012: 15.88%

Spring 2013: 15.79%

Fall 2013: 13.83%

In addition, 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.

5.4 Curriculum Currency

Theatre Arts Department

Theatre Arts (*Yearly Program*)

Most course outlines are current as of Summer 2014. We have delayed the submission of a few outlines that are being rewritten as part of the repeatability project. Those will be submitted along with the new repeatability curriculum in Fall 2014.

5.5 Successful Program Completion

Theatre Arts Department

Theatre Arts (*Yearly Program*)

Overview:

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, 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.
- Founded the successful Narrow Way Stage Company in Santa Rosa in Spring 2009, which continues to thrive in Sonoma County.
- Founded the new Three Rabbit Productions theatre company, which debuted in Summer 2012.
- Founded Last Stage Theatre Company Spring 2010.
- 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.
- Two students are now working as professional stand up comedians; one was selected by Last Comic Standing to perform in New York.

Certificates: Between 2006 and 2010, we were averaging approximately seven certificate completions per year. However, in 2011 certificate completions dropped significantly, although the reported numbers may be somewhat inaccurate. We believe that the reduction was due to a variety of factors, including what appears to be a natural lull following the completion and/or graduation of a number of core students. In addition, observed decreases in the reading and writing skills of incoming students may be keeping many certificate students from successfully handling the academic rigor of THAR 1, one of the core courses.

We also believe that there may have been students who completed all certificate requirements, but never filed for certificate completion; in these cases, they may not have understood that they needed to actually do so and/or did not realize that they could apply for course substitution if they had not taken one of the requirements due to cuts/changes in course offerings. We are now actively advising students about tracking their progress, as well as procedures such as how to file for completion and petitioning for course substitution, when applicable. The advent of the Certificate Audit via the Portal has been invaluable in this process.

We have had **ten** certificates completed and signed by the Chair in the last two and a half years; this number is higher than that recorded in the current District spreadsheet (six in Acting; two in Management; two in Stagecraft). We have at least four additional students who will be completing certificates in Costuming and/or Makeup this coming year.

Theatre Arts Transfer Majors:

The Theatre Arts Major debuted in Fall 2011 and the first graduates completed their degrees in Spring 2012. To date, approximately **six** students have completed the new AA in Theatre.

The Theatre Arts TMC was approved by the Chancellor's Office in late Spring 2014. Several students are switching to this new transfer major and we are likely to see an increase in graduate rates over the next year.

The advent of the Degree Audit via the Portal has been invaluable in helping students to track their progress for both degrees and general education patterns.

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.

Identifying Theatre Arts Students:

With these issues in mind, 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 administer the survey again in Fall 2014 and plan to implement a system to better track and mentor these students over the next year with the goal to increase the number of successfully completed certificates, majors, and transfers. 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.

New Student Reception: For the past five years, we have held a new student event during the first week of the fall semester. While attendance dropped off this year due to last-minute advertising, those that attend have found the event beneficial.

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

Theatre Arts Department

Theatre Arts (*Yearly Program*)

- **Retention rates** 2012-2013: Fall 2012 - 80.14%; Spring 2013 - 84.79%; Fall 2013 - 83.71%. While the numbers continue to fluctuate somewhat from semester to semester our retention rates have remained fairly steady since Fall 2011.
- **Successful course completion rate** 2012-2013: Fall 2012 - 77.8%; Spring 2013 - 82.52%; Fall 2013 - 80.54% Although retention rates dipped down in Fall 2012 due to a variety of factors, our successful course completion rate consistently has actually continued to increase, averaging 80%.
- **Average student headcount** 2012-2032: Fall 2012 - 552. Spring 2013 - 613. Fall 2013 - 441. In spite of class cuts during this period, our average student headcount still averaged 535, as compared with an average student headcount of 570 between Fall 2007-Fall 2011.
- **Grade point averages** 2012-2013: Fall 2012 - 3.197. Spring 2013 - 3.233. Fall 2013 - 3.286. Overall, grade point averages in the discipline have remained fairly steady over the last six years, averaging 3.233.

Student Equity Data

It appears that, historically, Student Equity Data was not analyzed as part of our PRPP. Therefore, over the next year 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 completion and grade point averages more than female students
- Students in certain racial/ethnic populations - Black, Filipino, Hispanic, Pacific Island - are more likely to struggle with completion and class performance (as reflected in grade point averages).
- 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.
- 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.

5.7 Student Access

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

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/SRT is:

	2010/11	2011/12	2012/13	2013/14
Female	55.5%	56.9%	61.2%	60.6%
Male	42.2%	40.1%	36.9%	36.2%
Unknown	2.3%	2.6%	1.9%	3.1%
Age				
over 30	12.9%	12.5%	10.9%	9.8%
White	68.8%	71.7%	67.3%	68.3%
Asian	1.3%	0.8%	1.4%	1.8%
Black	2.5%	4.6%	2.7%	0.9%
Hispanic	7.7%	7.2%	9.8%	17.0% *
Native American	0.5%	0.3%	0.1%	0.4%
Pacific Islander	0.2%	0.2%	0.3%	0.3%
Filipino	1.2%	0.5%	0.8%	0.7%
Other Non-White	0.0%	0.0%	0.0%	7.1%
Decline to Stage	17.7%	16.3%	17.8%	3.6%

* The number of Hispanic students has increased significantly this year, as it has District-wide.

5.8 Curriculum Offered Within Reasonable Time Frame

Theatre Arts Department

Theatre Arts (*Yearly Program*)

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. Three years ago Theatre Arts completed rewrites for the five career certificates, making adjustments to required and elective courses. We will be doing so again in Fall 2014 after the repeatability curriculum project is completed, as well as revisit our course rotation plan.

5.9a Curriculum Responsiveness

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

The Theatre Arts/SRT 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.

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

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

Not needed

5.10 Alignment with Transfer Institutions (Transfer Majors ONLY)

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

The Theatre Arts Major was implemented Fall 2011.

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

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)

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

According to the California Labor Market data by 2020 we can expect an 11% increase in acting jobs with a median wage of \$53 per hour. Seventy-three percent of the jobs are found in the motion picture and video industries with the remaining in theatrical productions and performing arts companies.

5.11b Academic Standards

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

Both the Theatre Arts and SRT program regularly discuss 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
0001	ALL	02	01	Addressing repeatability changes	<ol style="list-style-type: none"> 1. Examine comparable courses at transfer institutions. 2. Formulate specific strategies for each of the courses impacted by repeatability, in consultation with specific instructors of each course. 3. Draft outlines for course revisions and new courses (levels, rotating focus, etc.). Drafts in Word form. 4a. Apply to Dean and Vice President for additional funding for adjunct to enter outlines into CATS. 4b. Once vetted with faculty, enter Word outlines into CATS and complete entry with additional codes/information. Complete all forms. 5. Dept. Tech Review. 6. Submission to CRC (goal - by end of Sept. 2014). 	2013-2015	<p>Requested and received funding for 40 hours of adjunct load to handle drafting of 20 new course outlines. (Drafting completed Aug. 2014)</p> <ol style="list-style-type: none"> 1. (completed) Examine comparable courses at transfer institutions. 2. (completed) Formulate specific strategies for each of the courses impacted by repeatability, in consultation with specific instructors of each course. 3. (22 outlines completed; 5 more in process) Draft outlines for course revisions and new courses (levels, rotating focus, etc.). Drafts in Word form. <p>The following objectives need to be addressed in Fall 2014:</p> <ol style="list-style-type: none"> 4a. Apply to Dean and Vice President for additional funding for adjunct to enter outlines into CATS. 4b. Once vetted with faculty, enter Word outlines into CATS and complete entry with additional codes/information. Complete all forms. 5. Dept. Tech Review. 6. Submission to CRC (goal - by end of Sept. 2014).
0002	ALL	02	01	Establish Advisory Board	<ol style="list-style-type: none"> 1. Identify parameters of desired advisory board composition. 2. Gather suggestions of potential board members from Theatre Arts and SRT faculty and staff, including contact information. 3. Draft letter asking potential members to participate. 4. Mail letter 5. Contact those who have accepted and schedule first meeting. Goal for first meeting - January 2015. 6. Compile information packet (electronic and/or hard copy) for first meeting. 	2013-2015	<ol style="list-style-type: none"> 1. Identify parameters of desired advisory board composition. (Completed Spring 2014) 2. Gather suggestions of potential board members from Theatre Arts and SRT faculty and staff, including contact information. (Names - Completed Spring 2014; some contact information still being gathered) 3. Draft letter asking potential members to participate. (Completed Summer 2014) 4. Mail letter (In progress) 5. Contact those who have accepted and schedule first meeting. Goal for first meeting - January 2015. 6. Compile information packet (electronic and/or hard copy) for first meeting.
0003	ALL	02	01	Submit TMC	<ol style="list-style-type: none"> 1. Finalize C-ID alignment with curriculum. 2. Correct SIS errors in course outlines for THAR 25.3 and THAR 25.5. 	2013-2014	The Theatre Arts TMC was successfully submitted and approved by the Chancellor's Office in late Spring 2014.

					<ul style="list-style-type: none"> 3. Edit final draft of application. 4. Submit 		<p>We are currently preparing for some slight revisions to be submitted Fall 2014:</p> <ul style="list-style-type: none"> 1. Removal of THAR 2 as a core class 2. Submission of THAR 81A for C-ID approval and inclusion in the TMC, after outline is revised. 3. Removal of THAR 11 series from core list; only include it in electives list.
0004	ALL	02	01	Strengthen Certificate Programs and increase student completion rates.	<ul style="list-style-type: none"> 1. Review all certificates and revise as needed to align with curriculum and industry changes. 2. Analyze possibility of applying for new Musical Theatre certificate. 3. Survey current students to identify those working on certificates. 4. Conduct orientations. 5. Evaluate rigor of core class, THAR 1. 	2013-2014	<ul style="list-style-type: none"> 1. Review all certificates and revise as needed to align with curriculum and industry changes. (In progress) 2. Analyze possibility of applying for new Musical Theatre certificate. (On hold, awaiting curriculum revisions) 3. Survey current students to identify those working on certificates. (Survey conducted late Spring 2014; 2nd survey to be conducted Fall 2014) 4. Conduct orientations. (Planned for Fall 2014) 5. Evaluate rigor of core class, THAR 1. (Completed; course revisions completed Spring 2014) <p>Other:</p> <ul style="list-style-type: none"> 1. Faculty orientation on data collection resources (to be held Fall 2014) 2. Update website with potential online survey component (in progress 2014-2015)
0005	Santa Rosa	04	07	Prepare new Lighting Laboratory (Rm. 283)	<ul style="list-style-type: none"> 1. Insert door between Rm. 283 and 284. 2. Set up shelving, work benches and tables. 3. Set up media system for classes. 4. Relocate lighting inventory. 5. Prepare Rm. 284 for choral shell storage. 	2013-2014	<p>Rm. 283 is now being used year-round as the Lighting Laboratory. In addition, at least one technical theatre is assigned to the Lab each semester now. \$10,000 in funding is still needed for door and refurbishment.</p> <ul style="list-style-type: none"> 1. Insert door between Rm. 283 and 284. (In progress - awaiting funding and Facilities workload) 2. Set up shelving, work benches and tables. (Shelving complete; more storage and better tables still needed) 3. Set up media system for classes. (Portable projector loaned by Media Services) 4. Relocate lighting inventory. (On hold, waiting for completion of #1) 5. Prepare Rm. 284 for choral shell storage. (On hold, waiting for completion of #1) <p>Other:</p>

							Additional funding needed for new storage bins, workbenches and instructional tables. Removal of old media cabinet (request placed with Media Services) Better student chairs needed (15).
0006	Santa Rosa	04	02	New Website for Theatre Arts - Professional, dynamic look, with well-organized copy; designed so that basic updates can be easily handled by dept. staff and faculty while major changes still handled by Webmaster 1-2 times per year.	<ol style="list-style-type: none"> 1. Research quality website designs, identifying needed features. 2. Work with District Webmaster on layout and content. 3. Prepare copy and select new images. 4. Train faculty and staff on updating and usage. 	2013-2015	<p>As of Fall 2014, the Theatre Arts website is still being updated by the District Webmaster. However, the department is preparing to switch to a Drupal website (Goal Spring 2015)</p> <ol style="list-style-type: none"> 1. Research quality website designs, identifying needed features. (In progress) 2. Work with District Webmaster on layout and content. (In progress) 3. Prepare copy and select new images. (In progress) 4. Train faculty and staff on updating and usage. (AA III has taken three Drupal trainings in Summer/Fall 2014)
0007	Santa Rosa	04	07	Propose reassigning former kitchen in Garcia Hall as new Costume Shop for Theatre Arts Department	<ol style="list-style-type: none"> 1. Meet with impacted departments and Facilities. 2. Identify costs. 3. Prepare proposal. 	2013-2014	Discussions are ongoing as of Fall 2014.

6.2a Program/Unit Conclusions

Location	Program/Unit Conclusions
ALL	This document was discussed with the full-time members of the department faculty in May 2014. Further discussion will occur at the first department meeting in Fall 2014.
ALL	Conclusion 1: There is a clear disparity between number of students currently working on Theatre Arts certificates and/or major, and the number who actually file for completion/graduation. Over the 2014-2015 year, we will examine why there is such a substantial difference. We will also discuss methods to better identify and track the progress of our students.
ALL	Conclusion 2: Enrollment has dropped considerably in some areas of our department, although it has increased in others. During the 2014-2015, we will reexamine day/time scheduling, course rotations, student needs, and student interest in regard to our curriculum planning and scheduling. This "self-assessment" is particularly timely in light of the considerable curricular changes we have undergone due to repeatability changes.
ALL	Conclusion 3: While retention in many Theatre Arts classes is very high, students often struggle in those classes requiring a substantial amount reading and/or writing. The faculty have been addressing this over the last year with curricular changes (when appropriate), the addition of tools and resources to aid students who struggle in these areas, and early identification of students who may need help. We will continue to observe the impact of these changes over the 2014-2015 year.

6.2b PRPP Editor Feedback - Optional

A very impressive and detailed program description. It is clear that the faculty members of this program are professionals who care deeply about both their tasks and the students.

The curriculum is quite comprehensive, and the Dean's Office would like to encourage the development of the new courses mentioned in the PRPP.

The program has a long history of student assessment which is appreciated. However, posting all SLOs into the Sharepoint site is an essential task and must be done.

The Theater program along with the Summer Repertory Theater are doing wonderful work for the college and the community. The value they produce in public good will cannot be underestimated. They should be commended for the high level of creative work produced on limited budgets and in crumbling facilities.

The Dean's office wishes to thank all the program faculty and staff for their outstanding contributions.

6.3a Annual Unit Plan

Rank	Location	SP	M	Goal	Objective	Time Frame	Resources Required
0001	ALL	02	01	Complete repeatability changes (see 6.1)	The following objectives need to be addressed in Fall 2014: 1. Once vetted with faculty, enter Word outlines into CATS and complete entry with additional codes/information. Complete all forms. 2. Dept. Tech Review. 3. Submission to CRC (goal - by end of Sept. 2014).	2014-2015	1. Apply to Dean and Vice President for additional funding for adjunct to enter outlines into CATS.
0002	ALL	02	01	Establish Advisory Board (see 6.1)	1. Finish gathering contact information for proposed individuals. 2. Mail invitational letter 3. Contact those who have accepted and schedule first meeting. Goal for first meeting - January 2015. 4. Compile information packet (electronic and/or hard copy) for first meeting.	2014-2015	May need Media Services help to coordinate remote communication set-up for first meeting, as some members may need to attend (teleconference/virtual methods).
0002	ALL	02	01	Request Full-time Faculty Position (Technical Theatre Specialist) See 2.3d	1. Review the Faculty Staffing website and application criteria 2. Complete the District-approved process for requesting a position. 3. Discuss our request with the Dean and Cluster Chairs at the appropriate time.	2014-2015	
0003	ALL	02	01	Revise TMC	The Theatre Arts TMC was successfully submitted and approved by the Chancellor's Office in late Spring 2014. We are currently preparing for some slight revisions to be submitted Fall 2014: 1. Removal of THAR 2 as a core class 2. Submission of THAR 81A for C-ID approval and inclusion in the TMC, after outline is revised. 3. Removal of THAR 11 series from core list; only include it in electives list.	Fall 2014	
0004	ALL	02	01	Strengthen Certificate Programs and increase student completion rates.	1. Survey current students to identify those working on certificates. (Fall 2014)1. 2. Upon completion and approval of new/revised curriculum, review all certificates and revise as needed to align with curriculum and industry changes. (Fall/Spring 2014/15) 3. Schedule and conduct student orientations on the following: a) Changes in Theatre Arts curriculum, b) Planning for graduation &	2014-2015	1. Request orientation meeting with Institutional Research on methods of identifying and tracking student progress. 2. May need additional funding for STNC help to assist AAIH in building new website, especially if online survey component can be added.

					<p>transfer, c) Certificate completion and job planning. (Fall 2014)</p> <p>4. Faculty orientation on data collection resources (request for Fall 2014)</p> <p>5. Build new website with potential online survey component (in progress 2014-2015)</p> <p>Related:</p> <p>1. Analyze possibility of applying for new Musical Theatre certificate. (On hold, awaiting curriculum revisions)</p>		
0005	Santa Rosa	04	07	Prepare new Lighting Laboratory (Rm. 283) and Acoustical Shell storage (Rm. 284)	<p>1. Insert door between Rm. 283 and 284. (Installation Goal: By Oct. 2014)</p> <p>2. Plan and purchase storage bins and tables</p> <p>3. Prepare the space for the lighting inventory by further cleaning, organizing and labeling the shelves.</p> <p>4. Relocate lighting inventory. (On hold, waiting for completion of #1)</p> <p>5. Prepare Rm. 284 for acoustical shell storage. (On hold, waiting for completion of #1)</p> <p>6. Gather dimensions for potential shelving to better use the vertical storage space in Rm. 284.</p>	2014-2015	<p>1. \$10,000 in funding needed for door and refurbishment. At the end of 2013-2014, we were led to believe that the funding had been approved, but the work tabled to 2014.</p> <p>2. Additional funding needed for storage bins, workbenches and instructional tables, as well as magnetic labels for shelving.</p> <p>3. Student chairs (15)</p> <p>4. Media Services - removal of old media cabinet with monitor.</p> <p>5. Additional funding may be needed for shelving in Rm. 284</p>
0006	Santa Rosa	04	02	New Website for Theatre Arts - Professional, dynamic look, with well-organized copy; designed so that basic updates can be easily handled by dept. staff and faculty while major changes still handled by Webmaster 1-2 times per year.	<p>As of Fall 2014, the Theatre Arts website is still being updated by the District Webmaster. However, the department is preparing to switch to a Drupal website (Goal Spring 2015)</p> <p>1. Research quality website designs, identifying needed features. (In progress)</p> <p>2. Work with District Webmaster on layout and content. (In progress)</p> <p>3. Prepare copy and select new images. (In progress)</p> <p>4. Train faculty and staff on updating and usage. (AA III has taken three Drupal trainings in Summer/Fall 2014).</p>	2014-2015	1. Additional funding for STNC help to assist AAIII in building new website, especially for special features.
0007	Santa Rosa	04	07	Propose reassigning former kitchen in Garcia Hall as new Costume Shop for Theatre Arts Department. Propose shared Craft/Dye Center in Garcia.	<p>1. Meet with Consumer and Family Studies and Facilities.</p> <p>2. Identify costs.</p> <p>3. Prepare proposal.</p>	2014-2015	<p>To be determined</p> <p>Funding for purchase of kettle-style dye vat system and storage shelving.</p>