

# Santa Rosa Junior College

## Program Resource Planning Process

### SRT 2016

#### 1.1a Mission

### Summer Repertory Theatre Festival

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

#### 1.1b Mission Alignment

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

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

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

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

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

## 1.1c Description

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

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

In order to help students concentrate on their craft, all full time students at Summer Repertory Theatre Festival will receive a \$3000 scholarship. Students enroll for 12 units of SRJC college credit. Admission is highly selective and we process 600-800 applications per year.

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

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

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

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

September to May :

8:30am to 5pm Monday – Friday

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

### **Facilities:**

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

<b>FACILITY</b>	<b>DATES</b>	<b>TIMES</b>	<b>CLASSES</b>	<b>ACTIVITY</b>
Burbank Auditorium 240	5/23-8/10	8am-1am, 7 days/week	THAR47, 48.1/48.2	Auditions/Rehearsal/Performance
Burbank Makeup Lab 226	5/23 – 8/10	8am-1am, 7 days/week	THAR47, 48.1/48.2	Makeup/Dressing Room
Burbank Classroom 214	5/23 – 8/10	8am-1am, 7 days/week	THAR47, 48.1/48.2	Dance Rehearsal
Burbank Laundry Room 216	5/23 – 8/10	8am-1am, 7 days/week	THAR47, 48.1/48.2	Laundry/Dying/Painting
Burbank Classroom 218	5/23 – 8/10	8am-1am, 7 days/week	THAR47, 48.1/48.2	Production Office/Work Space
Burbank Classroom 224	5/23 – 8/10	8am-1am, 7 days/week	THAR47, 48.1/48.2	Costume Storage/Dressing/Rehearsal
Burbank Classroom 254	5/23 – 8/10	8am-1am, 7 days/week	THAR47, 48.1/48.2	Usher Assembly & Preparation
Burbank Classroom 283	5/23–8/10	8am-1am	THAR47, 48.1/48.2	Musicians lab, rehearsal space
Burbank Classroom 276	5/23 – 8/10	8am-1am, 7 days/week	TA48.1/48.2	Vocal Rehearsal/Sound Laboratory
Burbank Classroom 260	5/23 – 8/10	8am-1am, 7 days/week	TA48.1/48.2	Production support/Stage Manager Laboratory
Burbank Scene Shop 290	5/23 – 8/10	8am-1am, 7 days/week	THAR47, 48.1/48.2	Property Shop/Scenic Painting
Burbank Office 208	5/23 – 8/10	8am-1am, 7 days/week	TA48.1/48.2	Offices
Burbank Box Office 206	5/23 – 8/10	8am-1am, 7 days/week	TA48.1/48.2	Box Office
Burbank Classroom 260	5/23 – 8/10	8am-1am, 7 days/week	TA48.1/48.2	Rehearsal Room
Burbank Confer Room 207	5/23 – 8/10	8am-1am, 7 days/week	THAR47, 48.1/48.2	Ticket Sales/Patron Services
Garcia Classroom 880	5/23 – 8/10	8am-1am, 7 days/week	THAR47	Lighting Laboratory

Garcia Classroom 860	5/23 – 8/10	8am-1am, 7 days/week	THAR47	Rehearsal Room
Newman Auditorium	5/23 – 8/10	8am-1am, 7 days/week	THAR47, TA48.1/48.2	Rehearsal & Performance
Emeritus 1509/1592	5/23 – 8/10	8am-1am, 7 days/week	THAR47, TA48.1/48.2	Makeup/Costume/Sets/Props Storage
Emeritus 1566/68/41	5/23 – 8/10	8am-1am, 7 days/week	THAR47, TA48.1/48.2	Makeup Preparation & Application
Garcia 835/855	5/23 – 8/10	8am-1am, 7 days/week	THAR47, TA48.1/48.2	Costume Laboratory

## 1.2 Program/Unit Context and Environmental Scan

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

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

Other facts about Summer Repertory Theatre:

- Approximately 75% of the Summer Rep District budget goes toward staffing; the rest of our budget is spent on marketing, recruitment and production.
- Summer Repertory Theatre Festival is the only professional training program in the U.S. to provide full scholarships to all of their students.
- Summer Rep continues to contribute approximately 22-25% of the overall scholarships awarded through the SRJC Foundation.

2015 SRT Scholarships Paid			
Scholarships	70,250.00		
Housing	98,112.00		
Enrollment fees	41,004.00		
<b>TOTAL</b>	<b>209,366.00</b>		
BOG Awards	2,760.00		

- Nearly 24,000 patrons but tickets to our shows during our 7 week season.

- SRT generates approximately \$25,000+ each year in parking fees.

Summer Rep Alumni:

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

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

- Southwestern University
- Savannah College of Art and Design
- Fort Lewis College
- University of Virginia
- SUNY Fredonia
- Sacramento State
- CSU Northridge
- PCPA
- New York University
- Tulane University
- Brooklyn College
- UC Davis
- Sonoma State University
- California Lutheran
- Southwestern University
- Marymount Manhattan University
- UC San Diego

- The Old Globe - San Diego
- Sterling College - Kansas

## 2.1a Budget Needs

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

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

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

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

These figures show that Summer Rep has shouldered a significant percentage of recent cuts. While it is true that Summer Rep summer courses were not cut in order to reduce the overall campus FTEF (with the exception of THAR 225, which was cut in 2010), our program is continuing to operate with these substantial cuts. It is important to note that these cuts were made as part of an across-the-board cluster reduction. However, because of how the Summer REp program is structured, our percentage is high, given that we are an 11 week summer program. Since Summer Rep has only 1 full time faculty member and 1 classified position, we hire a significant number of STNC's for the summer semester. The budget for these positions sits in the 2000's, which can be viewed as discretionary funds - which were the target of the reductions. These budget items are not at all discretionary for Summer Rep, as we hire these individuals to supervise our laboratories and supervise students during our intensive summer program.

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

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

## 2.1b Budget Requests

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

## 2.2a Current Classified Positions

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

## 2.2b Current Management/Confidential Positions

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

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

## 2.2d Adequacy and Effectiveness of Staffing

**Regular Faculty:**

**1 contract faculty\***

**.35 Percent of District Total**

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

**Classified Staff:**

Media Tech (Photographer) = .0473

Box Office Manager = 0.2375

Administrative Assistant III = 1.0

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

**Proposed Additional STNC support:**

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

**Restoration of Promotions Specialist Classified Position:**

RETIRED DEC 2010, CURRENTLY UNFILLED. (20 hours/week; 10 for Theatre Arts; 10 for Summer Rep)  
*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 Summer Rep 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 Summer Rep. While this has been a positive collaboration, it has created a *considerable workload increase* for both Public Relations staff and Theatre Arts/Summer Rep faculty and staff.

Together, Theatre Arts and Summer Rep 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, Summer Rep'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 Summer Rep, as well as the Administrative Assistant IIIs for both programs. Redirecting the bulk of the promotions work to a classified position would allow all four individuals to focus on the many other demands of their positions more successfully. While collaboration with Public Relations Staff would still need to continue on a modified scale, the restoration of this position would substantially help their workload issues as well.

## 2.2e Classified, STNC, Management Staffing Requests

<b>Rank</b>	<b>Location</b>	<b>SP</b>	<b>M</b>	<b>Current Title</b>	<b>Proposed Title</b>	<b>Type</b>
0001	Santa Rosa	02	02	Summer Rep Business Assistant	Summer Rep Business Assistant	STNC
0001	Santa Rosa	03	05	Theatre Arts Promotion Specialist (Reinstate)	Theatre Arts Promotion Specialist (Reinstate)	Classified
0001	Santa Rosa	02	02	New Position	Burbank Auditorium Facility Supervisor	Classified

## 2.3a Current Contract Faculty Positions

<b>Position</b>	<b>Description</b>
Artistic Director	James Newman - 100% release time

2.3b Full-Time and Part-Time Ratios

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

### 2.3c Faculty Within Retirement Range

NA

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

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## 2.3e Faculty Staffing Requests

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

Theatre Arts is thrilled to report that after many years bemoaning the state of Burbank Auditorium in this document, that now this dear old WPA-built matron is getting a full remodel and expansion of a Black Box/Studio Theatre. Last year this document anticipated that the remodel was 8-10 years away. The reality is that construction is starting January 2017! Theatre Arts is *extremely grateful* to the district for putting this project first and for demonstrating its commitment to the performing arts.

Over the last nine years, the focus in Burbank has been on important and necessary safety upgrades so the needs for instructional equipment and non-instructional equipment were a lower priority. What a relief to realize that we do not need to catalogue a list of woes here.

2015-2016 has also been a year of great abundance with regards to Instructional Equipment. Theatre Arts/SRT (both programs use the Instructional Equipment) were thrilled to receive:

### **Instructional Equipment received 2015-2016**

\$2,604 for a Costume Studio computer (THAR)

\$35,000 for a new van (THAR, also used by SRT)

\$17,000 for Source Four lighting equipment (Burbank)

\$7,620 for LED Scoop lighting instruments (Burbank, required by safety inspection)

\$5,3000 for wireless microphones (SRT, also used by THAR)

Other safety items (grid lock pipe clamps, safety cables and catwalk floor covering are being paid for by Finance and Administrative Services)

### **Foundation Grant 2015-2016**

\$22,510 for Costume Studio sewing machines, chairs, cutting tables, stools, dress forms

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

It is anticipated that the remodel will include a significant amount of new equipment. In addition, items received this year such as the lighting inventory and sewing machines will be used in the new facility. While we have, to date, replaced a large portion of our antiquated lighting inventory, there will be more equipment needed in the future, particularly with the addition of the Black Box/Studio Theatre. The current requests on the Instructional Equipment list are for items that will also be used in the remodeled theatre and Black Box/Studio Theatre. In many areas (computers, sound, wireless sound

system and projections) Theatre Arts/SRT is out of date with technology and software is a key component.

**For CTE programs, is equipment, technology and software up to industry standards?**

Please see above.

**Issues in Infrastructure and Instructional/Non-instructional Equipment Inventory**

- The sound equipment inventory is no longer up to industry standards. We look forward to the remodel and the installation of a state-of-the-art sound system.
- The entire "com system," which allows communication between the back stage and the booths may need to be replaced during the remodel.
- 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. ***We are having difficulty finding a vendor. This may be a custom build. If so, we need money for labor.***

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
0001	Santa Rosa	04	01	Large Scale Digital Printer	1	\$5,000.00	\$1,200.00	James Newman	Burbank Auditorium	James Newman
0002	Santa Rosa	04	01	Wireless Digital ClearCom system	1	\$12,000.00	\$3,600.00	James Newman	Burbank/Newman	James Newman
0002	Santa Rosa	04	01	High Output LED strip lights	8	\$3,000.00	\$24,000.00	James Newman	Burbank Auditorium	James Newman
0003	Santa Rosa	04	01	High Output LED color changers	12	\$1,200.00	\$14,400.00	James Newman	Burbank Auditorium	James Newman
0003	Santa Rosa	04	01	Wireless microphones	20	\$200.00	\$4,000.00	James Newman	Burbank Auditorium	James Newman
0004	Santa Rosa	04	01	Portable dimmer pack	4	\$900.00	\$3,600.00	James Newman	Burbank/Newman Auditorium	James Newman
0005	Santa Rosa	04	01	Shelving Bins for lighting storage	12	\$300.00	\$3,600.00	James Newman	Bubank 283	James Newman

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

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

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

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

#### Measure H:

#### **Burbank Remodel and Addition of the Multidisciplinary Studio/Lab**

According to the latest plans the remodel will start during the Spring of 2017.

Swing space for the two--to two-and-a-half--years of the remodel is still in question. Theatre Arts is in need of several large portables on the Santa Rosa campus to house our acting classes, scene, costume and property laboratories as well as our lighting lab. It is anticipated that we will use Newman Auditorium for two shows year. We are still searching for a swing space for our two large musicals.

While the remodel is still in the planning phase, it is likely to include:

- Remodel Front of Stage
- Remodel Rake of Audience, raising audience to increase visibility.
- Widening and shortening of Theatre House for acoustic and visibility improvement (the house is too deep and too narrow).
- Remodel Booth (with lift)
- Add electronic orchestra pit
- Add Trap Room
- Acoustic Retrofit
- Replacement of seats
- Replacement of flooring under seating
- Repaint and repair house walls
- Replace stage subflooring and deck
- Add Rehearsal Space
- Add Black Box/Studio Theatre space
- Add connecting glass corridor between Black Box/Studio Theatre and Burbank
- Add Student Resource Center (known in the theatre as a Green Room)
- Add Rehearsal Lab/Coaching Space
- Add Dressing Rooms
- Add Design Lab with computer stations and upgraded software
- Add Properties, Craft and Special Effects Area
- 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
- Overall, bring the facility up to OSHA and ADA compliance

### 3.1 Develop Financial Resources

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

### 3.2 Serve our Diverse Communities

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

Summer Repertory Theatre Festival's diversity figures match the percentages of Students Served by the college. It is, however, important to note that Summer Rep supports issues of diversity through its season selection. Every effort is made to recruit students from all backgrounds and to tell stories that reflect the diversity of our society. Theatre by its very nature teaches empathy and respect for people of all backgrounds and we are pleased to see that mirrored in both our students and staff.

### 3.3 Cultivate a Healthy Organization

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

### 3.4 Safety and Emergency Preparedness

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

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

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

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

### **Safety Training**

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

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

James Newman

## **3.5 Establish a Culture of Sustainability**

Each summer, Summer Reperotry Theatre Festival offers three discount performances that we call "We Care" nights. We offer discounted tickets and partner with service organizations in our community to raise money and awareness. Voluntary donations are collected by cast members in the lobby after the show. In 2015, we raised money and awareness for the following organizations:

- Community Matters
- Soroptomist International of Santa Rosa
- CASA of Sonoma County

## **4.1a Course Student Learning Outcomes Assessment**

### Courses with SLOs

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

### SLOs Assessment

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

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

## 4.1b Program Student Learning Outcomes Assessment

### **Program Learning Outcomes**

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

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

- Quickly assess situations and adapt accordingly within professional production and performance environments.

#### 4.1c Student Learning Outcomes Reporting

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

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

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

#### 4.2b Narrative (Optional)

### 5.0 Performance Measures

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

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

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

Since its inception, Summer Repertory Theatre Festival has performed 239 plays and musicals, including the North Bay premiers of *Disney's Beauty and the Beast*, *The Talented Mr. Ripley*, *The Producers*, *The Wedding Singer*, *Dangerous Liaisons with Vampires*, *Hairspray*, *Sarah Ruhl's Passion Play*, *SHREK*, *The Fox on the Fairway* and last season's productions of *Peter and the Starcatcher* and *Emma*.

Because Summer Repertory Theatre Festival splits the fiscal year, the core data does not provide evidence for performance measures. However, anecdotally, we have seen a dramatic increase in interest in our program. Summer Repertory Theatre Festival staff see 600+ auditions each year for 25 spots and interviews 250 technicians and other artists for the 75 back stage roles.

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

**Student success:**

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

**SRT Professional Staff:**

- Recent staff come to Summer Repertory Theatre Festival from:
  - Broadway productions of EVITA, ROCK OF AGES, and ELF
  - San Deigo Rep
  - Old Globe
  - Atlanta Opera
  - Sarasota Opera
  - Yale School of Drama
  - Savannah College of Art and Design
  - Fort Lewis College

- University of Virginia
- SUNY Fredonia
- Sacramento State
- CSU Northridge
- PCPA
- New York University
- Tulane University
- Brooklyn College
- University of Tennessee
- Sonoma State University
- California Lutheran

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

### 5.2a Enrollment Efficiency

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

### 5.2b Average Class Size

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

### 5.3 Instructional Productivity

In December of 2015, James Newman reported to Anna Szabados and Kris Abrahamson that there was an issue with FTES reporting for 2014 and 2015. It appears that only about half of our overall FTES have been reported. I have asked repeatedly for clarification and for the documentation to be corrected, but enrollment reports are still showing incorrect numbers. We never heard back from A&R about this issue. I am concerned because it appears that our FTES has declined dramatically, but this is not the case. My hope is that it will be corrected, but I want to document this issue here in case it never is updated.

Here are some excerpts of our communication regarding this issue:

12/7/15 From James Newman

Hello Kris and Anna,

I think there is an issue with our reported FTES as it appears on the datamining spreadsheet. I keep track of our FTES by looking at the “Enrollment Trends Showing FTES” spreadsheet via the datamining site. Our FTES appears to have dropped significantly from 2013 to 2014 and again in 2015. I thought this was odd, since we had around the same number of students, so I asked Anita to pull an enrollment report for me. I am not entirely sure how to read the FTES data (which column actually is the correct one), but I do not think that our FTES are accurately reported.

We have not changed our curriculum (yet!), so I am not sure what the issue is. This is what the “Enrollment Trends” spreadsheet says:

2013 – 162 students @ 6 units = **110.07 FTES**

2014 – 136 students @ 6 units = **52.59 FTES**

2015 – 153 students @ 6 units = **59.46 FTES**

The enrollment reports that Anita pulled have completely different figures. I will have to ask Anita to send me the 2013 one again (she must have removed it from file depot), but here is the link for 2014. <http://www2.santarosa.edu/f/?nBVYYLKL> As you can see, the total FTES is reported here as **89.94 rather than 52.59**.

Anita – can you run enrollment reports for summer 2013 and summer 2015?

Anna and Kris – am I reading this correctly? If incorrect, what should we do about it?

Thanks!

James

1/27/16 From Kris Abrahamson

Hi James,

I talked with Cheri Winter, and from the scheduling perspective, she is not aware of any changes.

I am now asking Megan to pull enrollment reports to see how many sections were actually scheduled in a high vs. a low summer, unless you already have those from Anita.

Last bit of research, if you have copies of rosters, we can check transcripts in A& R to see how students were enrolled.

If this is an error, it is of the magnitude of \$230,000 in apportionment. So, worth the time to investigate.

-Kris

1/27/16 From Kris Abrahamson

Freyja and/or Vayta,

We have a concern with SRT FTES. Datamining shows a dramatic drop from Summer 2013 and Summer 2014. But, the enrollment reports appear accurate. Most students are required to enroll in two sections, and full-time students are enrolled 10.5 hours per day, six days a week, eleven weeks.

This drop could result in a loss of apportionment for over \$200,000.

Could you check your records and see what FTES you included FTES claim to the state for summer 2013 compared to 2014 and 2015?

-Kris

2/3/16 From Anna Szabados

Dear Freyja and Vajta,

Unfortunately we cannot get funding for the additional Summer Rep FTEs. But we still need to clean up the institutional records. Would you please help us finding the problem area. The numbers for 2014 and 2015 show about half the FTE of the previous years, while the Rep had the same number of shows with pretty much the same number of students.

Your input and help is much appreciated. Anna

## 5.4 Curriculum Currency

All course outlines are current as of Spring 2016.

## 5.5 Successful Program Completion

Please see 5.6 Student Success

## 5.6 Student Success

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

### **Student success:**

- 96% of Summer Repertory Theatre Festival students from the past 2 years are either currently attending a 4 year school or actively working in the industry.
- After attending SRT, students from the past 2 summers are currently working at:
  - ACT San Francisco
  - National tours of AMERICAN IDIOT, ADAMS FAMILY, HAIR, and many more.
  - Texas Shakespeare Festival
  - Utah Shakespeare Festival
  - Disney Land Theme parks
  - Berkshire Theatre Festival

- American Musical Theatre of San Jose
- Great Lakes Shakespeare Festival
- Pacific Conservatory of Performing Arts
- Cygnet Theatre in San Diego
- Tennessee Williams Theatre in Key West
- American Shakespeare Center in West Virginia
- The Rogue Theatre of Tucson, AZ

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

## 5.7 Student Access

### Theatre Arts Department

Extracted from the Theatre Mission Statement on our website:

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

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

The current student diversity data for Theatre Arts is:

	2010/11	2011/12	2012/13	2013/14	14/15
Female	55.5%	56.9%	61.2%	60.6%	58.5%
Male	42.2%	40.1%	36.9%	36.2%	40.9%
Unknown	2.3%	2.6%	1.9%	3.1%	0.6%

Age

over 30	12.9%	12.5%	10.9%	9.8%	11.5%
White	68.8%	71.7%	67.3%	68.3%	69.4%
Asian	1.3%	0.8%	1.4%	1.8%	1.6%
Black	2.5%	4.6%	2.7%	0.9%	0.8%
Hispanic	7.7%	7.2%	9.8%	17.0% *	20.9%
Native American	0.5%	0.3%	0.1%	0.4%	0.3%
Pacific Islander	0.2%	0.2%	0.3%	0.3%	0.0%
Filipino	1.2%	0.5%	0.8%	0.7%	0.2%
Other Non-White	0.0%	0.0%	0.0%	7.1%	6.4%
Decline to State	17.7%	16.3%	17.8%	3.6%	0.5%

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

## 5.8 Curriculum Offered Within Reasonable Time Frame

Not Applicable

## 5.9a Curriculum Responsiveness

Not Applicable

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

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

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

## Theatre Arts Department

### US Labor Market Data

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

### Current California Labor Market Data

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

## 5.11b Academic Standards

## Theatre Arts Department

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

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

Rank	Location	SP	M	Goal	Objective	Time Frame	Progress to Date
0000	Santa Rosa	02	05	To continue to provide outstanding theatrical experiences for the community	provide opportunities for students to participate in professional quality theater works.		Update of theater venue

## 6.2a Program/Unit Conclusions

Location	Program/Unit Conclusions
Santa Rosa	Over the past few years, we have worked to increase the national reputation of the Summer Repertory Theatre Festival. We have seen a dramatic increase in the number of applications we receive and are making strides at positioning ourselves as "a destination theatre company." Not only are our students emerging from our program able to directly enter the entertainment program, but our audiences are continuing to grow at a rate of 10 percent a year. We continue to provide the best live theatre in Sonoma County and audiences are very loyal.

## 6.2b PRPP Editor Feedback - Optional

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### 6.3a Annual Unit Plan

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