Administrative Response
Theater Program Review
Dec 7th, 2012

We thank you for your tireless dedication to your profession, students and the community as you’ve created, maintained and improved the outstanding quality of the Theater Transfer program.

Your presentations were also thoughtful, thorough and well organized. You were particularly effective in describing the complex relationship between TA and the PAC at Sylvania, including how each benefits from the other.

This response contains 5 sections: 1) Commendations, 2) areas for further consideration, 3) suggestions/observations, 4) response to recommendations/areas of SAC needs and 5) Closing comments.

1. Commendations

- The creation of the Thursday 11AM “pay what you will” approach to attracting classes
- Built in paid job training opportunities for Theater students through PAC rentals
- Kennedy Center/American College Theatre Festival honors: Dan Hays and Margaret Chapman
- The inclusion of recommendations and responses from the previous Program Review
- The removal of TA 190/290 and replaced by TA 250
- Curricular changes to TA 101 and TA 141 focusing on Descriptions and Outcomes to comply with Assessment, Gen Ed requirements and Cultural Literacy
- The creation of TA 145
- Identification of courses that related to: Critical Thinking and Problem Solving, Professional Competence, Communication and Self-Reflection
- Reference to Assessment driven changes to TA 101 and TA 180
- The consideration of co-listing Technical Theater classes (TA 111, 112, and 113) with second year offerings
- Based on student feedback, efforts have been made to make TA 101 more experientially based
- The Student Short Play Festival (10 minute performances)
- The creation of collaborations with art, dance and music, creating learning opportunities for their students
• The use of an Industry Standard “Post-mortem” to review the artistic process of a production.
• Maximized use of Sylvania's PAC with 800 rentals a year
• Working to better coordinate section offerings throughout the district
• Creation of a rental website
• The creation of a fire evacuation plan procedure for Sylvania's PAC
• The planned development of a course to serve as a bridge from the academic theater to professional theater and a living wage

2. **Areas for further consideration**

Assessment was identified as an area of focus for PCC during our very recent accreditation visit, and the April 2010 Interim Accreditation Report notes that: PCC must document “progress in demonstrating, through regular and systematic assessment, that students who complete their programs have achieved the intended learning outcomes of degrees and certificates. Further, the college must begin to demonstrate, in a regular and systematic fashion, how the assessment of student learning leads to the improvement of teaching and learning.”

Though reference was made to the assessment process (2A-assessment driven changes at the course level for various courses and 2C-summary of annual Core Outcome assessments) along with College Core Outcomes (2B-addressed in courses) we were left with uncertainties regarding the processes themselves and the corresponding results. Your assessment report for 2011 helped some. In some instances, indirect assessment, such as survey monkey was noted, but the results remained unclear. Gathering feedback through the ‘post-mortem’ process, though a standard in your profession, seems somewhat subjective. It is important that Program Reviews obtain objective results of student mastery of outcomes, and summarize these in manner that can be understood as evidence that we do this work. We expect that to be the case in forthcoming Annual Assessment Reports, and in your next Program Review.

3. **Suggestions/Observations**

You identified challenges with the Sylvania PAC sound system due to budgetary constraints and workloads. *This concern is being addressed through the use of margin dollars at Sylvania's PAC during the current fiscal year.*

You noted challenges with marketing and publicity relative to performances. *We recommend that you work closely with Kate Chester, the Sylvania Campus Public Relations Manager to develop a communication plan.*
A suggestion was offered regarding the creation of Focus Awards which would help accomplish two things: the identification of a body of work for your students and to assist students in navigating the course offerings. *Should you decide to explore this option further, we recommend you work with Kendra Cawley, Dean, Academic Affairs and the Curriculum Office.*

The possibility of offering TA 116 ‘Stagecraft’ at Rock Creek was discussed, which included an observation that the Building Construction Technology shop facilities might be available as a resource. *To further explore this, please contact Birgitte Ryslinge, RC Dean of Instruction.*

The complexity of a district wide discipline, but with only one full time faculty was noted. *To facilitate inter campus communication, we recommend that the respective Division Deans and Faculty Department Chairs meet at least once a year with the TA SAC to discuss consistencies across the district. Additionally, we ask that this group be engaged in discussions about assessment of course outcomes, again with an eye on district wide consistency. Dr. Chairsell recommended/offered that a trained coach be made available to the SAC to facilitate these discussions and interactions. Please contact Kendra Cawley to explore this option.*

Dr. Ryslinge noted there has been progress in removing and/or consolidating items stored adjacent to the RC forum, making it more accessible for theater and community events. Additionally, some users that do not have a performance focus have been moved to other spaces as available. For more information please the Rock Creek section of Recommendations.

A suggestion was made regarding the possible restructuring of TA 250 to include a variety of specific courses, such as stage design, lighting, sound etc, all of which could be co-listed, and therefore would address the concern of repeating courses, which can be a problem for students receiving financial aid. *For more information, please contact the Curriculum Office.*

4. **Recommendations**

1. Administrative support in reaching deeper into the PCC community to improve our ability to serve the campus as both a resource for community building as well as an academic showcase for students creative work. This could include encouragement from deans to encourage or add incentives for instructors to attend theatre productions as assignments. In an effort to make costs less prohibitive Sylvania added a daytime matinee as a “Pay what you will” and averages only slightly below an average amount for box office receipts). *As noted above, we urge that you work with the Sylvania Campus Public Relations Manager, Kate Chester, to develop a plan to advertise your performances.*

2. Revise the CCOG’s for TA 180, 261, 112, 113 to bring courses that are regularly taught in compliance with the needs of the campuses as well as update what has evolved over time. Our students will be more portable as well as have a more consistent theatre program across the campuses. *We fully support this recommendation. We understand that it will require rich discussion to understand what*
consistent student learning outcomes can be achieved across a variety of campus production facilities and resources. Rich discussions can be a challenge with only a single FT faculty at Sylvania, and PT faculty at RC and CA. The DOIs at RC and CA commit to providing support and ensuring their faculty are available to engage in these important discussions (and you may contact Dr. Rylslinge at Rock Creek if you need assistance in this regard.)

B. Identify recommendations relevant to areas such as maintaining a current curriculum, professional development, access and success for students, obtaining needed resources, and being responsive to community needs. (For recommendations that require additional funding, please identify those that are of greatest importance to the SAC)

1. **Sylvania**: Have a FT instructor in Design added to the faculty on the Sylvania campus. We know that we have an attractive technical theatre program, but no person to shepherd the program in the manner that it needs to be addressed. The design courses are well attended, the student work is highly regarded, but we depend upon an employee whose work is divided into numerous tasks, and only a small percentage of his time can be devoted to that endeavor. While we understand and appreciate this issue, we are facing significant financial short falls for the next biennium and foreseeable future. Consequently, we are not optimistic regarding the addition of a full time faculty at this time.

   Option B: The creation of a part time classified position (20 hours per week) to assume facility scheduling responsibilities, thus freeing up time currently spent by the two program Academic Professionals. It was noted that of particular importance would be having a person in this position who had a background in theater facilities and related vocabulary. We thank you for your acknowledgement of the fiscal challenges we face and appreciate Option B as an alternative to your first recommendation. While permanent funding is unlikely at this time, we urge that you work with your Division Dean to seek annual funding through margin dollars, with the intent of on-going support through these funds. Additionally, we ask that you develop a plan to redistribute/restructure workloads should funding become available for this option.

2. **Sylvania**: Additional funding is procured to support the productions for PCC Theatre. Our budget has remained roughly the same for years, while inflation and technical aspects have severely limited our ability to function. Our primary area of concern is in publicizing our productions with better reach to the Sylvania community, the surrounding SW community and the other campuses. You noted that rentals have generated $119,000 for Sylvania's PAC, though no mention of profits after expenses were indicated. Given the financial difficulties noted above, we urge that you review your rental practices relative to revenue and profits, making adjustments to generate needed funding. We also invite you to work with Kate Chester, Campus Community Relations Manager to promote your productions to the Sylvania Community, the SW community and other campuses.

**CASCADE**: Cascade is making good progress in laying TA roots for students. We recommend continued strategic planning around adding performance options in both theater and media to create a full circle experience for students. Truly connecting the dots. This will require the addition of more functional spaces and additional instructors in the design and technical requirements needed for performance. This might be accomplished through collaborations with the art and media departments. Additional funding will be needed for new production support and
additional equipment in both the media department to support TA145 and build and lighting needs for even small theater productions. All these conversations are well under way.

The idea of remodeling one of the Trades program rooms (when Trades moves to Swan Island) into a combination TA and Video Production room that would allow for TA with an emphasis on acting in front of the camera is being explored. We’re looking for outside money to supplement what the bond will provide for remodeling. Per Scott Huff, Dean of Instruction-Cascade, the earliest this facility could be available would be Fall term 2014.

ROCK CREEK: 1. Continue to examine how to offer the basic courses in order to meet the needs of the students and the program, rather than the needs of the instructors. Be able to have more access to the Forum so the courses offered can be flexible. 2. Continue to allow departmental-issued budget for at least two productions a year. 3. Invite other campus teaching resources to speak to the students so they can have a more rounded education and experience.

Continue to examine how to offer the basic courses in order to meet the needs of the students and the program, rather than the needs of the instructors.

Regarding the first part of this recommendation: Rock Creek faculty and staff continue to refine and develop a vision for Theater Arts. The pillars of this vision are that small-scale Theater Arts at Rock Creek meets the needs of Rock Creek students through a primary focus on acting; contributes to campus culture and vitality; be achievable within available resources (facilities and funding), and: complement (not duplicate) the TA programs at the other campuses.

A follow up conversation with Patrick revealed the second part of this recommendation (“needs of the instructor”) relate to SAC instructor qualifications. Rock Creek follows the SAC established instructor qualifications when hiring all part-time faculty (Master of Arts or Master of Fine Arts in Theatre Arts or Demonstrated competence in the specific subject area). Patrick believes that at Sylvania, additional criteria (not documented in the instructor qualifications) are often used. Since the SAC has not reviewed their instructor qualifications since 2003, we recommend that a review happen now. If the SAC (with representation from SY, CA, RC) agrees that qualifications should vary on a course level, this needs to be reflected in the adopted instructor qualifications. (See http://www.pcc.edu/resources/academic/instructor-qualifications/ta.html)

Be able to have more access to the Forum so the courses offered can be flexible. The current challenge is that there is very little “free space” at Rock Creek, and over the years, the Forum Theater became used for other purposes such as non-credit Community Education classes and even storage. While still somewhat limited, the access of Theater Arts and Music programs to the Forum has steadily increased over the past three years as we found other spaces for some programs and continue to find efficiencies in what is stored in the Forum. In the short run, TA will have access for the current level of small scale productions, and we expect access to increase after bond build-out at Rock Creek.

Continue to allow departmental-issued budget for at least two productions a year.
Division budget will continue to support Theater Arts efforts consistent with vision (see above) at Rock Creek. In addition to funding productions, Rock Creek has also made investments each year in Forum improvements using one-time funds. For the current year, there is a $4000 allocation for repairs. The Forum is also on the campus “contingency” list and will be considered for further investment if there are remaining campus reserve funds at the end of the year.

*Invite other campus teaching resources to speak to the students so they can have a more rounded education and experience.*

*It is always a good idea for all faculty (FT & PT) to consider what external resources (such as outside speakers or other faculty) they might wish to invite into their classrooms in order to supplement the educational experience. Of course, this depends on the availability and willingness of faculty to visit each other’s classrooms, or in the case of outside visitors, funding to support speakers who may not wish to volunteer their time. Effective development and application of Instructor Qualifications (see #1A above) should ensure all faculty are qualified to cover the full course outcomes, with visitors offering enrichment and supplemental content.*

5. **Closing Comments**

It was immediately obvious to us that you take great pride in this discipline and have dedicated countless hours to continuously improve your offerings

In closing, we want to thank you for a very thoughtful Program Review and engaging presentation.

Administrative Response submitted by Jeff S. Triplett on behalf of the Deans of Instruction and Dean of Academic Affairs.

Birgitte Ryslinge
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Craig Kolins
Scott Huff
Kendra Cawley

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