

## STUDENT SERVICES PROGRAM REVIEW: SPRING 2013 SUBMISSION CYCLE

Program Name: Theatre  
Program Contact: Helen P Souranoff

Academic Year: 2012-2013  
Program Review Submission Date: 3/25/2013

### I. Description of Program

Provide a brief description of the program and how it supports the college's [College Mission and Diversity Statements](#), [Institutional Priorities, 2008-2013](#), [5 in 5 College Strategies, Spring 2011](#), and other [institutional planning documents](#) as appropriate.

The CSM Theatre is a 400-seat formal theatrical facility which provides a multifunctional and versatile space for use by the college and the community. The facility is utilized by college departments and programs, district events, student groups, external entities and various other organizations. Presentations in the facility vary from formal lectures to full-scale community theatrical productions and concerts. The Theatrical facility is currently supported by one full-time classified staff position. Additional student assistants or other aides may be hired as necessary and as allowed by funding (primarily monies from outside groups or college events fund). As current technology advances, the theatrical program struggles to meet current educational/technological demands due to aging and outdated equipment and facility, but still manages to provide the best service with available resources.

### II. Summary of Student and Program Data

#### A. Student Learning Outcomes Assessment

Summarize recent SLO assessments, identify trends, and discuss areas in need of improvement.

Due to the differing uses of the facility, specific SLOs are hard to identify and assess, however, SLO measurements can be made by reviewing SLO's from courses which have taken place inside the facility. Students who participated in those course offerings would be assessed by those instructors who were on record for that particular course or activity.

#### B. Student Support Indicators

1. Review student program usage and discuss any differences across demographic variables. Refer to SARS, Banner, [Planning, Research and Institutional Effectiveness \(PRIE\)](#) reports and other data sources as appropriate.

Given the nature of the facility, use is covered by a vast selection of different groups, and even sub groups within those parameters. As example, programs can be Instructional but then categorize under different disciplines, such as music or psychology. Student Services oriented programs are more easily categorized as club driven, but do also have programs within the facility as non club items, such as retreats or orientations for specific programs such as DSPS, Financial Aid and Counseling Services. More specific demographic information as to what kind of student we are serving would be gathered by the sponsoring program having its event within the facility.

2. Discuss any differences in student program usage across modes of service delivery.

## STUDENT SERVICES PROGRAM REVIEW: SPRING 2013 SUBMISSION CYCLE

n/app.

### C. Program Efficiency Indicators. Do we deliver programs efficiently given our resources?

*Efficiency to resource ratio is easily measured by the increasing amount of clients choosing the theatrical facility for their presentations, programs, etc. Since the resources available at the theatre have been unchanged for many years (staff, equipment, facility), this indicates a favorable view of the utilization of the current resources, albeit outdated. Remaining within an identical budget for many years has been problematic as of late, though, due to equipment aging and becoming outdated in technological aspects.*

### D.

Summarize trends in program efficiency. Discuss no-shows, group vs. individual delivery, etc.

With the current upswing of theatrical bookings (Jan-May 31 2012 = 50 events not including PSO class; Jan-May 31 2013= 66 events booked and currently accepting bookings not including PSO class) it is safe to assume that each item of functioning equipment is being utilized to the fullest capacity. Since the program has been staffed with one full time classified staff member for 12 years, it is also safe to assume that this result of an upswing in bookings is a product of extremely efficient planning and management of resources, as well as a clear definition of the direction of the theatrical program as steered by the individual classified staff member.

### E. Course Outline Updates(if applicable)

Review the [course outline update record](#). List the courses that will be updated in the next academic year. For each course that will be updated, provide a faculty contact and the planned submission month. See the [Committee on Instruction website](#) for [course submission instructions](#). Contact your division's [COI representatives](#) if you have questions about submission deadlines. Career and Technical Education courses must be updated every two years.

Courses to be updated	Faculty contact	Submission month
n/app		
		Tab to add rows

### F. Website Review

Review the program's website(s) annually and update as needed.

Program contact(s)	Date of next review/update
Helen P Souranoff	As Needed for refresh of photos, etc. last modification was Oct. 2012
	Tab to add rows

## III. Student Learning Outcomes Scheduling and Alignment

## STUDENT SERVICES PROGRAM REVIEW: SPRING 2013 SUBMISSION CYCLE

### A. Course SLO Assessment (if applicable)

Explain any recent or projected modifications to the course SLO assessment process or schedule.

SLO's for the theatrical program would be measured by the event sponsors (ie: instructor bringing in a classroom activity, a division sponsoring an event).

### B. Program SLO Assessment (see above)

Explain any recent or projected modifications to the program SLO assessment process or schedule.

See above

### C. SLO Alignment (if applicable)

Discuss how Course SLOs support Program SLOs. Discuss how Course and/or Program SLOs support Institutional/GE SLOs. Refer to [TracDat](#) related Program and Institutional SLO reports.

See above

## IV. Additional Factors

Discuss additional factors that impact the program, including, as applicable, changes in student populations, state-wide initiatives, transfer requirements, advisory committee recommendations, legal mandates, workforce development and employment opportunities, community needs. See [Institutional Research](#) as needed.

Current trends of groups that utilize the theatrical facility show differences an increase of in house programs (can be an external group but if sponsored by an in house entity, it is recorded as an in house event) in comparison to external groups. The percentages are approximately 75% internal to 25% solely external groups. This not only displays a shift in the interest of the college and immediate community for use of the theatrical facility as a strong teaching tool, but it also warrants the inclusion of funding from Instructional equipment monies.

Another factor at mid year was the change in rates for the theatrical facility, although that seems to have been balanced out by the end of the Fall 2012 semester.

## V. Institutional Planning

### A. Results of Plans and Actions

Describe results, including measurable outcomes, from plans and actions in recent program reviews.

- i. Numbers for bookings, type of clients and other items clearly shows steady use, visibility and service from the CSM Theatre and the staff, albeit a slight drop in numbers. Compared to 2011 numbers, **2012 data is highlighted:** Number of students who receive services varies based on the number of courses and college programs utilizing the facility. During the year, approximately 7700 (**6900**) students utilized the CSM Theatre for Instructional purposes that were regularly booked courses (classes that met at least once a week: yoga, Peninsula Symphony, and also included Learning Communities, Career, Speech and Psychology/Philosophy Movie Nights) within the facility. Other events such as student programs, and faculty-produced or administrative produced events offered for additional credit are more difficult to trace, since those events are usually open to the public as well and the delineation between student and 'regular guests' is not clear. In addition, students interact with the facility when utilizing the space for student club or organization events. Headcount may be duplicated due to the fact

## STUDENT SERVICES PROGRAM REVIEW: SPRING 2013 SUBMISSION CYCLE

that students may be enrolled in courses across disciplines that utilize the Theatre and/or involvement in multiple student groups.

1. During calendar year 2011, 8 College courses and 9 college departments utilized the Theatre. [For 2012: 12 college courses and 9 departments](#). Furthermore, 107 (106) of those individual dates booked were instructional/class related, 46 (34) were departmental presentations and student groups. If we were to break down the users:
  - A. Student Services would include DIAG, Clubs, Career, Veterans Services, SS Retreat, Scholarship Convocation, Financial Aid Workshop, Parents Night, [WTF Film Festival](#).
  - B. Language Arts: Speech, Presidents Lecture Series.
  - C. Math/Science: Art Science Lectures, Astronomy special events.
  - D. Physical Education: Dance, Yoga, [Football](#).
  - E. MCHS: Graduation.
  - F. Social Science/Creative Arts: Midi Music, Jazz, Symphony, The Rudy Show, Philosophy, Psychology, Learning Communities, APA Film Fest, SFCO, Aragon Music, CMEA Music Festivals, FORUM Festivals, PSO.
  - G. Emerging Technologies: Dental Assisting Graduation, [Fire Science](#), [Police Academy](#).
  - H. Presidents Office: Presidents Lecture Series, CSM Opening Day.
  - I. District Office: Community Education (Peninsula Symphony and CSM Panhandlers), GHOOFE Tappings, [Shooter Presentations/Training by District Office of Public Safety](#), [District Opening Day](#).
2. There were 17 (21) external entities (community groups, other educational institutions, governmental agencies, some of which were sponsored by in house departments and private organizations, etc.) that utilized the facility, totaling 28 (34) booking dates.
3. There were 5 (1) temporary, work study, or other student assistants that learned skills hands-on while assisting with Theatre events.
4. There were over 25,000 (22,339) individuals whom attended events and presentations at the CSM Theatre. This total does not include regularly scheduled classes that met at least once a week taking place inside the facility. If we were to add the number of students partaking in the weekly classes, then that would add 3569 (2438) more bodies to the above number of visitors/users to the theatrical facility for that year, thus totaling well over 28k people served in one year. (24,777 for year 2012; this is due to the absence of booking one production which had 5k people attending and partaking in the event in year 2011 and that there were less sections of courses booked in the theatrical facility).
5. It is difficult to track the exact number of inquiries regarding facility availability, pricing, and policies. That said, we can safely estimate that at least 90% (unchanged) of all inquiries did result in booking the facility.
6. Revenue generated by outside entities was just under \$16,500 (16,445 actual for 2012)) for facility rental fees and equipment fees. Commission for ticket sales and other sales, etc. are not included in this total.

### B. Program Vision

What is the program's vision for sustaining and improving student learning and success during the *next six years*? Make connections to the [College Mission and Diversity Statements](#), [Institutional Priorities, 2008-2013](#), and other [institutional planning documents](#) as appropriate. Address trends in the SLO assessment results and student program usage and data noted in Section II. Summary of Student and Program Data.

## STUDENT SERVICES PROGRAM REVIEW: SPRING 2013 SUBMISSION CYCLE

[Note: Specific plans to be implemented in the *next year* should be entered in Section V.C.]

[Click here to enter program vision narrative](#)

1. To guide future faculty and staff development initiatives, describe the professional enrichment activities that would be most effective in carrying out the program's vision to improve student success.

Due to an intensive work load on the full time classified staff member operating the program singlehandedly, there is not much room or time for any beneficial retreats, conferences or conventions. That said, short term time is made to connect via electronic media to keep current on technology utilized by todays clients, which is increasingly more demanding than ever before.

2. To guide future collaboration across student services, learning support centers, and instructional programs, describe the interactions that would help the program to improve student success.

Exploring possibilities of expanding the theatrical program not only technically, but academically would greatly benefit other programs such as DIGME, Cosmetology, Dance, Speech, etc. to further enhance the participation of those courses as well as clubs for shows, presentations, original works.

3. To guide the [Institutional Planning Committee](#) (IPC) in long-range planning, discuss any major changes in resource needs anticipated in the *next six years*. Examples: faculty retirements, equipment obsolescence, space allocation. Leave sections blank if no major changes are anticipated. Specific resource requests for the next academic year should be itemized in Section VI.A below.

Faculty: creating one part time or full time faculty position for academic theatrical instruction would reinvigorate the long absent academic theatrical program at CSM. If the institution wishes to take full advantage of any technological investments, a formal theatrical program must be instated. Adding technical theatre curriculum would be beneficial as well, since it will not only add to the types of courses we offer at CSM, but also serve as a possible labor pool.

Equipment and Technology: with the ever changing increase of dependability on technology on the community college campus, it is imperative to uphold technological aspects of the theatrical facility to at least meet industry standards to better prepare our students. This is a vast undertaking with our current resources being insufficient, and our time frame of any installs is squeezed due to theatrical demand (mostly due to capacity). Clients are increasingly and consistently demanding of updated technology (Blue ray as opposed to DVD, LED lighting and color changes as opposed to standard tungsten/halogen bulbs and manual gel changes, HD 1080 projection for films as opposed to the limitations of 1024x768), larger screen size for film premiers. Lack of ADA compliance poses challenges as well, with an aging as well as physically disadvantaged population, such as our veterans, to serve. Another example is the 1963 standards for aisle lighting which fixtures are currently installed in the theatrical facility, standards which are not code compliant to today's lighting requirements for places that hold public events. In summary, these sub standard conditions within the facility result in staff and at times even clients having to bring in their own equipment, or some groups not being able to book with CSM, due to inaccessibility or lack of current technology which is currently installed in other professional theatrical facilities. With an initial technical upgrade in the year 2000, CSM was known for a state of the art facility; since then, we have fallen deeply behind,

## STUDENT SERVICES PROGRAM REVIEW: SPRING 2013 SUBMISSION CYCLE

with surrounding high school and community theatres equipped with current technology that we do not even possess. It is also important to note that district auditing services indicate that useful lives of assets for equipment is 5-10 years, making almost **the entire current equipment inventory within the theatrical facility obsolete.**

Instructional Materials: can be seen as technology in the case of the theatrical program.

Classified Staff: current trends for Spring 2013 suggest a major upswing in use by in house groups of the theatrical facility, thus increasing the work load for the single classified staff member currently on board. Additional staff are already needed if the college wishes to keep the current use a continued reality.

Facilities: the theatrical facility is one of the very few buildings in the college/district which did not receive any remodeling (besides the front lobby doors) to infrastructure such as HVAC, electrical, seismic, structural, ADA compliance, and upgrades to meet theatrical safety codes. It will be necessary to allocate resources to the building within the next 6 years to bring the building to code, to create green technology energy solutions, to make the space safe and accessible for all who wish to continue utilizing the facility. Useful life of buildings or any improvements, according to district auditing services, state that **building life span is 25-50 years, the latter number which represents the theatrical facility without any major renovations or remodeling.**

### C. Plans and Actions to Improve Student Success

Prioritize the plans to be carried out next year to sustain and improve student success. Briefly describe each plan and how it supports the [Institutional Priorities, 2008-2013](#). For each plan, list actions and measurable outcomes.

#### Plan 1

Title:

Replace current sub standard systems with upgraded industry standard systems

Description

Continue use of theatrical facility by college, community by replacing current systems.

Action(s)	Completion Date	Measurable Outcome(s)
Upgrade all systems to meet current standards	Summer 2014	Upgrades will allow current technology to be available for college productions, class use, club

## STUDENT SERVICES PROGRAM REVIEW: SPRING 2013 SUBMISSION CYCLE

		use, community utilization, code compliance.
4T		4T
4T		4T

### Plan 2

Title:

ADA compliance

Description

Upgrade facility to meet current ADA compliance issues.

Action(s)	Completion Date	Measurable Outcome(s)
Obtain bond measure for funding of ADA compliance	Summer 2015	Increased number of clients able to access facility
		4T
4T		4T

For additional plans, cut/paste from above and insert here. Or add an additional page. Number your additional plans accordingly.

--

Description

### Plan 3

Title:

Acting course

Description

Enhance DIGME program by offering acting classes

Action(s)	Completion Date	Measurable Outcome(s)
Hire part time instructor for acting classes	Summer 2015	Increased appeal for DIGME program, possible interest in reinstating Drama program.
		4T
4T		4T

[Note: Itemize in Section VI.A. Any additional resources required to implement plans.]

## VI. Resource Requests

### A. Itemized Resource Requests

List the resources needed for ongoing program operation and to implement the plans listed above.

Program Review: Enter Program Name

Page 7

Form: 11/27/2012



## STUDENT SERVICES PROGRAM REVIEW: SPRING 2013 SUBMISSION CYCLE

### Faculty

Full-time faculty requests (identify specialty if applicable)	Number of positions
Full time or part time faculty for providing acting courses for DIGME students	1

Complete [Full-Time Faculty Position Request Form](#) .

Description of reassigned or hourly time for prioritized plans	Plan #(s)	Cost
TBD	3	TBD

### Equipment and Technology

Description (for continuing current program operation)	Cost
Digital audio board/stage box	19k
Monitorland for stage	30k
Replace other current audio equipment with upgraded technology, wiring	TBD
Basic infrastructure upgrade for lighting	275k
Replace soft goods (cyclorama)	7k
Replace current wiring for audio	TBD
Replace aged and deteriorating microphones (wired)	TBD
Add wireless package	6.6k
Replace projection system (projector, processors, screen, playback sources)	110k-200k-TBD

Description (for prioritized plans)	Plan #(s)	Cost
Supplemental system upgrades (electric winches, raceway replacement, asbestos, etc.)	1	263k
Advanced system lighting upgrades (LED, High End fixtures, soft wall)	1	269k
Replace scrims upstage/downstage	1	1,400.
Audio upgrades	1	150k-TBD
Fire curtain replacement	1	50k-75k TBD
Assorted audio cables (mics, board, etc)	1	1k?
Recording microphones, interface, software, computer	1	3-4k
Replace follow spot, maybe add second	1	5k-14k
Purchase cable ramps for cables on stage	1	250 ea
Replace defunct audio monitoring system with video/audio monitoring system for stage, dressing rooms, office, warm up room, shop, etc.	1	TBD
Purchase stand alone rear projection system (for graduation as well as theatrical use, etc)	1, TBD	
Headphones for board monitoring	1, 300.	
Add two headsets for Clear com communication	1, 1.1k	



## STUDENT SERVICES PROGRAM REVIEW: SPRING 2013 SUBMISSION CYCLE

Note: total for new live audio system would be inclusive of all except clear com, headsets, etc cost approx. 190k Maintenance on all line sets 1, TBD Replace all rigging hardware (corner blocks, cables, all in grid above stage) 1, TBD Clean grid 1, TBD Add electrical wenchies to all line sets 1,2 TBD Add an electric FOH position (rail or baton) and circuits 1, TBD Main curtain tracks; lube, possible replacement 1, TBD Replace genie lift with motorized version 1, 14k Install light dance mirror material on baton 1, 4k Mid stage traveler 1, 2.8k				
---	--	--	--	--

### Instructional Materials

Description (for ongoing program operation)	Cost
Under equipment, technology	

Description (for prioritized plans)	Plan #(s)	Cost
Under equipment, technology		

### Classified Staff

Description (for ongoing program operation)	Cost
One part time technical staff	Range 27

Description (for prioritized plans)	Plan #(s)	Cost
One full time technical staff	2	Range 27
One part time clerical staff	2,3	Range 24?

# STUDENT SERVICES PROGRAM REVIEW: SPRING 2013 SUBMISSION CYCLE

--	--	--

## Facilities

For immediate or routine facilities requests, submit a [CSM Facility Project Request Form](#).

Description (for prioritized plans)	Plan #(s)	Cost
Replace current aisle lighting system (not to code)	1,2	TBD
Upgrade electrical in dressing rooms	1	TBD
Replace lighting in dressing rooms	1	TBD
Paint dressing rooms	1	TBD
Clean/prep auditorium concrete floor	1	TBD
Renovate dressing room restrooms	1,2	TBD
Rewire entire building electrical	1	TBD
Replace stage floor infrastructure/orchestra pit	1,2	TBD
Replace EXIT signs with new LED	1	TBD
Repair West wall for structural damage	1	TBD
Repair auditorium floor for structural damage	1	TBD
Replace door curtains for main doors lobby/auditorium	1	TBD
Replace locks/mechanisms for doors in lobby	1	TBD
Install ACAM systems throughout exterior doors of facility	1	TBD
Remove asbestos flooring in kitchen, staff office, dressing rooms, throughout facility	1	TBD
Replace architectural lighting throughout facility	1	TBD
Paint all technical area floors with shop paint	1	TBD
Paint interior walls throughout facility	1	TBD
Replace rusting pipes throughout facility	1	TBD
Rekey facility	1	TBD
Remodel orchestra pit to include hydraulic lifts	1, 2	TBD
Cover courtyard with dome for ease of use	1,2	TBD
Add 300 seat mezzanine to facility auditorium	1, 2	TBD
Repair leaking roof for entire building in select spots	1	TBD
Add circuits to lobby for client uses	1	TBD
Replace aging HVAC system	1	TBD
Install interior elevator for access	1,2	TBD
Install stage level restrooms	1,2	TBD
Replace lobby architectural lighting	1,2	TBD
Replace auditorium carpeting	1,2	TBD
Refurbish wood paneling in auditorium	1	TBD
Repair leaking drains in upstairs restrooms	1	TBD
Repair falling tile in upstairs restrooms	1	TBD
Replace/resurface paint room sink	1,2	TBD
Install floor drain in paint room	1,2	TBD
Remove old speakers from ledge	1	TBD
Complete clean of all beams, closets, stairwells, auditorium, control booth, shop, etc.	1	TBD
Replace plants in lobby with drought resistant	1	TBD
Replace all skids pads on stairs in facility	1	TBD

## STUDENT SERVICES PROGRAM REVIEW: SPRING 2013 SUBMISSION CYCLE

--	--	--

### B. Cost for Prioritized Plans

Use the resources costs from section VI.A. above to provide the total cost for each plan.

Plan #	Plan Title	Total Cost
1		TBD
2		TBD
	For additional plans, add rows and number accordingly.	