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## Student Services Program Review

Program Name: **Theatre**

Program Contact: **Souranoff, Helen P.**

Academic Year: **2013-2014**

Status: **Submitted**

### 1. 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 Program Planning](#) as appropriate.

The College of San Mateo Theatre is a 400-seat formal theatrical facility which provides a multi-functional 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 lectures to full-scale community theatrical productions and concerts. The Theatrical facility is currently supported by one full-time, flex scheduled classified staff position. Classified or other aides are hired as necessary and as allowed by funding primarily by monies from external groups. As current technology advances, the theatrical program struggles to meet educational and technological demands due to aging and outdated equipment and facilities.

### 2. Summary of Student and Program Data

#### A. Student Learning Outcomes Assessment

Reflect on recent SLO assessment results for courses and degrees and certificates offered by the program.

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 being served would be gathered by the sponsoring

program holding the event within the facility.

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

Efficiency to resource ratio is easily measured by the increasing amount of clients (in house 75% to external 25%) choosing the theatrical facility for their presentations and programs. Although the resources available at the theatre have been unchanged for many years (equipment, facility, staffing, budget), this rise in use indicates a favorable view of the utilization of the resources, albeit outdated, remains. Operating within an identical budget for many years has been problematic as of late, though, due to equipment age and sub standard technologies (as example, today's industry standard projection rates for HD are BluRay/1080p, which is not installed in the theatre).

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

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

With current data for theatrical bookings Jan-May 31 2012 = 50 events not including PSO class; Jan-May 31 2013= 66 events booked not including PSO class; Jan-May 2014= 62 events booked, not including PSO and Jazz labs plus first time we are experiencing early bookings that take us into December 2014 (an additional 26 events), and beyond, with internal groups booking into Spring 2015 ( 7 scheduled), 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 over 13 years, it is also safe to assume that this result of consistent 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. Add to that the ever increasing need for event space on campus, and the theatrical facility is then utilized as swing space for instruction or other functions not being able to be accommodated elsewhere on campus.

Note: as of Spring 2014 we have seen our first experiences with cancellations of bookings and inquiries due to sub standard technical offerings (2 cancellations: 1 for cyclorama issues and 1 for lack of state of the art projection, DCP). In addition, 1 cancellation was due to lack of dressing/restrooms on stage level, and 4 cancellations due to insufficient auditorium capacity.

### 3. 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.

Trends of groups that utilize the theatrical facility for 2013 reflect 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 utilizing the facility.

These numbers reflect the increasing need for performance space by our college, especially in the areas of music and dance. With an increase of sections in the Music program, and the pending reinstatement of a full time faculty member in the Dance department, the use of the theatrical facility by internal groups has doubled over the past 4 years.

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, since the Instruction program obviously continues to benefit from the use of the Theatrical facility.

A factor at mid year 2012 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.

In Spring of 2013, we had a returning client (Naval College) cancel their bookings due to estimated costs of continuing to hold their annual convention at CSM. Fall of that same year brought two cancellations due to insufficient auditorium capacity.

**Note: As of Spring 2014: As to community needs, the Theatrical facility, for the first time, is beginning to experience clients which do not to hold their events here due to unavailability of dates requested, sub standard conditions of the in house equipment, estimated costs, and/or insufficient capacity.**

#### 4. Planning

##### A. Results of Program Plans and Actions

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

**Quantity of bookings, type of clients and other items clearly shows steady use, visibility and service from the CSM Theatre and the staff. The number of students who receive Instructional courses varies based on the number of courses and college programs utilizing the facility. Events such as student programs, and faculty-produced or administrative produced events offered for additional credit are difficult to trace, since most events are usually open to the public as well, leaving the delineation between student and 'other guests' not clear. In addition, students interact with the facility when utilizing the space for student sponsored club and/or organization events. Headcount may be duplicated due to the fact that students may be enrolled in courses across disciplines that utilize the Theatre and/or involvement in multiple student groups. That said, there were two courses held in the theatre in 2013: Peninsula Symphony Orchestra and CSM Jazz Labs (4 sections). Numbers of students who utilized those two courses were 3160 students (PSO 70/students per meeting, 40/meetings, Jazz Labs 5/students per meeting, 4 sections times 72 sessions).**

**To Compare: during calendar year 2011, 8 College courses and 9 college departments utilized the Theatre. For 2013, there were 16 college courses and 18 college entities utilizing the theatre, showing an increase in users by 100% in two years time. Actual number of 'events' scheduled for 2013 were 239, with 198 of those individual 'events' booked were instructional/class related, the remaining being Departmental programs or external clients. If we were to break down the users:**

**A. Student Services would include DIAG, Career, CSM VROC, Financial Aid Workshops, Parents Night, WTF Film Festival, CSM CARES, CSM PDE, Theatre Production Club, AGS, Film Club.**

**B. Language Arts: Speech.**

**C. Math/Science: Art Science Lectures, Astronomy Day, Physics.**

**D. Physical Education: Dance, Yoga, Football.**

**E. MCHS: Graduation, Shakespeare Reading event.**

**F. Social Science/Creative Arts: MIDI Music, Jazz Band performances and rehearsals, Symphonic Band performances and rehearsals, Latin Roots in...Ethnic Studies, Philosophy, Psychology, APPA Film Fest, SF Chamber Orchestra, CMEA Music Festivals, FORUM Festivals.**

**G. Emerging Technologies: Dental Assisting Graduation, Fire Science, Police Academy.**

**H. Presidents Office: CSM Opening Day.**

**I. District Office: Community Education (Peninsula Symphony), GHOOFE Tapings, Criminal Intelligence Forum, Facilities, Auxiliary Services, KCSM.**

**Additional points of interest:**

- **There were 35 dates booked by '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.**
- **There were 4 temporary, work study, or student assistants that learned skills hands-on while assisting with Theatre events.**
- **There were 27,665 whom attended events, participated in courses or workshops and presentations at the CSM Theatre. This total includes weekly courses as well as any other departmental, club or external client use.**
- **It is difficult to track the exact number of inquiries regarding facility availability, pricing, and policies. That said, we**

can safely estimate that approximately 85% of all inquiries did result in booking the facility.

- Revenue generated by the theatre from 'external' entities was \$20,375 (compared to \$16,445 actual for 2012) for facility rental fees and equipment fees, plus an additional \$17,581 in labor fees and \$4,752 added to the income of Facilities personnel (Custodial). Commission for ticket sales and other sales, etc. are not included in any totals, since all groups handle their own ticketing, and the commission fees had been dropped due to fee increase in 2012.

## 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 Program Planning](#) as appropriate. Address trends in the SLO assessment results and student program usage and data noted in Section 2.

[Note: Specific plans to be implemented in the *next year* should be entered in Section 4C.]

Exploring possibilities of expanding the theatrical program to not only include technical but academic events and courses would greatly benefit other programs to further enhance the participation and learning environments of those courses as well as for club shows, presentations, and original works.

An integration of disciplines (such as Learning Communities) would be possible under a reinstated Drama program; including different departments such as Cosmetology, Music, Dance, Ethnic Studies, Psychology, Speech, Writing, Architecture, Art, and DIGME within a college theatrical production could create a great opportunity to establish a living, working model of Learning Communities, where differing disciplines learn about, and from, each other, and work towards a common goal. Live Art, with its ability to transform Institutional and Cultural stereotypes, is a powerful tool in improving communication and language as we strive to learn about each other and ourselves. Since the nature of Theatre/Lively Arts is inclusive of all walks of life, the program would further enhance our mission of Diversity In Action, giving an additional venue to voice our current achievements and future goals.

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 single full time classified staff member operating the program, there is not much room or time for any beneficial retreats, conferences or conventions. What little time there is, online research is utilized for current codes, equipment, practices and modes of delivery.

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.

Please refer to section 4 B above.

3. To guide the [Institutional Planning Budget Committee](#) (IPBC) in long-range planning, identify any major changes in resource needs anticipated during the next three years. Examples: faculty retirements, equipment obsolescence, space allocation.

## Faculty

Faculty: creating one part time or full time faculty position for academic theatrical instruction would not only reinvigorate the long absent academic theatrical program at CSM, but serve the existing DIGME program which currently lacks any formal courses for actors and in front of camera personnel.

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 dependable technology on today's community college campus, it is imperative to uphold technological aspects of the theatrical facility to at least meet current industry standards to better prepare our students and serve the needs of the college community entirely. This would be a vast undertaking, with our present resources being insufficient. Clients are increasingly and consistently demanding of updated technology such as BlueRay 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 1024, larger screen size for film premiers, new reflective cyclorama, etc. Another example is the 1963 standards for aisle lighting which fixtures are currently installed in the seating side supports in the auditorium. These standards 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 utilized in other professional theatrical facilities. With an initial partial technical upgrade in the year 2000, the College of San Mateo Theatre was known as a state of the art facility; since then, we have fallen deeply behind, with deteriorating electronics, and 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 most of the ENTIRE current equipment inventory within the theatrical facility obsolete.

## Instructional Materials

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

## Classified Staff

**Classified Staff: current trends for Spring 2013 suggest a major upswing (100% up from 2012) in use by in house groups of the theatrical facility, thus increasing the work load for the single classified staff member currently assigned. Additional staff will be needed if the college wishes to keep the current level of use a continued reality.**

## Facilities

The theatrical facility is one of a handful of buildings on the College of San Mateo campus which was not included in campus upgrades or remodeling (besides the front lobby doors) to infrastructure (such as HVAC, electrical, seismic, structural) and upgrades to meet current theatrical safety codes. In the near future, it will be necessary to allocate resources to the building to bring the building to code (to operate within current state guidelines), to create green technology energy solutions for energy conservation, and 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 renovations or remodeling. Lack of ADA compliance also poses additional challenges in accommodating an aging as well as physically disadvantaged population, such as our veterans and Baby Boomers, to serve. A current example of this would be the location of the restroom facilities to be utilized by performers: it's location upstairs proves problematic to elderly and handicapped individuals, who, for lack of facilities at the stage level, are required to travel outside of the building to utilize restrooms in the courtyard, in front of the theatre.

## 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. (Plans may extend beyond a single year.)

**Replace current sub standard systems with upgraded industry standard systems to be able to continue use of theatrical facility by the college and community. This process will no doubt occur over a number of years, but there are small items that can be addressed in the immediate future for program enhancement. Please refer to the equipment/instructional materials listings as a resource.**

## 5. Resource Requests

### Itemized Resource Requests

List the resources needed for ongoing program operation.

#### Faculty

**NOTE:** To make a faculty position request, complete [Full-time Faculty Position Request Form, AY 2013-2014](#) and email to your Dean. This request is separate from the program review.

**1- Faculty: creating one part time or full time faculty position for academic theatrical instruction\* would not only reinvigorate the long absent academic theatrical program at CSM, but serve the existing DIGME program which currently lacks any formal courses for actors (for in front of camera talent).**

**\*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

basic infrastructure upgrade eletrical	275k
supplemental system upgrades for lighting (electric winches, raceway replacement, add FOH position rail, asbestos, etc)	263k
advanced system lighting upgrades (LED, High End fixtures, soft wall, etc)	269k
replace follow spots	TBD
replace cyclorama, scrim, etc.	20k?
install mid stage traveler	2.8k
replace all corner blocks, cables, etc. in grid above stage for rigging	TBD
replace current wiring with upgraded technology for audio	TBD
replace current audio board with digital audio board/stage box	19k
replace monitorland for stage	30k
replace aged and deteriorating wired microphones	TBD
assorted audio cables, microphone stands, etc.	TBD
add wireless package	7k
add two headsets for wireless Cleam Com communication	1.1k
replace recording equipment (currently cassette deck) with computer, interface, software, headphones, microphones, etc.	TBD
replace projection system (projector, processors, screen, playback sources, etc)	200k-TBD
remove/replace asbestos fire curtain	TBD
replace Genie lift with motorized version	14k

purchase cable ramps for stage/lobby (yellowjacket) TBD

replace current defunct audio monitoring system with audio/video monitoring system TBD

purchase independent rear projection system (for theatrical rear projection and graduations) TBD

Instructional Material

Presented under equipment, above.

Classified Staff

1- Part or Full time Classified Theatre Technician range 27 to perform much needed maintenance, equipment surveys, inventory; assist with shows, related duties.

1- Part time Classified Office Assistant II range 18 to perform clerical duties (booking, charge backs, estimates, respond to inquiries, track statistics, related duties.

Facilities

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

All items submitted to Facilities on separate CSM Facility Project Request forms:

Description	Plan # priority	Cost
Replace current aisle lighting system (not to code)	1,2	TBD
Upgrade electrical in dressing rooms (circuits keep overloading)	1	TBD
Replace lighting in dressing rooms (not child resistant)	1	TBD
Paint dressing rooms (faded)	1	TBD
Clean auditorium concrete floor	1	TBD
Renovate dressing room restrooms (not ADA compliant)	1,2	TBD
Rewire entire building electrical (current wiring breaking down)	1	TBD
Replace stage floor infrastructure/orchestra pit (hard wood is rotting)	1,2	TBD
Replace EXIT signs with new LED (not energy efficient)	1	TBD
Repair West wall for structural damage (leaks during storms)	1	TBD
Repair auditorium floor for structural damage (cracks are widening)	1	TBD
Replace door curtains for main doors lobby/auditorium	1	TBD
COMPLETED 2013		

Replace locks/mechanisms for doors in lobby (constant failure)	1	TBD	
Install ACAM systems throughout exterior doors of facility (some doors lack)	1	TBD	
Remove asbestos flooring in kitchen, staff office, dressing rooms, throughout facility (Haz materials)	1	TBD	
Replace architectural lighting throughout facility (not energy compliant, bulbs not available)	1	TBD	
Paint all technical area floors with shop paint (faded, new cracks)	1	TBD	
Paint interior walls throughout facility (faded, cracked)	1	TBD	
Replace rusting pipes throughout facility (rusted water from pipes)	1	TBD	
Rekey facility	COMPLETED 2/2014	1	TBD
Remodel orchestra pit to include hydraulic lifts (allow for stage configuration)	1	TBD	
Cover courtyard with dome for ease of use (allow for non weather dep use)	1	TBD	
Add 300 seat mezzanine to facility auditorium (allow for increase of use)	1	TBD	
Repair leaking roof for entire building in select spots (damaging soft goods)	1	TBD	
Add circuits to lobby for client uses (insufficient current for coffee pots, etc)	1	TBD	
Replace aging HVAC system (system not dependable, sporadic at times)	1	TBD	
Install interior elevator for access (not ADA compliant; crew has to carry upst)	1	TBD	
Install stage level restrooms (for ADA, stage proximity for facilities)	1	TBD	
Replace lobby architectural lighting (current bulbs not energy efficient)	1	TBD	
Replace auditorium carpeting (not easily seen by clients)	1	TBD	
Refurbish wood paneling in auditorium (current wood has lost its acoustics)	1	TBD	
Repair leaking drains in upstairs restrooms (water leaks from ceiling below)	1	TBD	
Repair falling tile in upstairs restrooms (moisture in walls cause)	2	TBD	
Replace/resurface paint room sink (filthy, no way to clean regular)	2	TBD	
Install floor drain in paint room (to empty mopping water)	1	TBD	



<p><b>Remove old speakers from ledge (EQ hazard)</b></p> <p><b>Complete clean of all beams, closets, stairwells, auditorium, control booth, shop, etc. (construction dust)</b></p> <p><b>Replace plants in lobby with drought resistant (current take much care)</b></p> <p><b>Replace all skids pads on stairs in facility (failing skid pads in facility)</b></p>		
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## 6. Program Maintenance

### A. Course Outline Updates

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.

N/app.

### B. Website Review

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

**Fall 2013 included a collaboration with CSM PR/Marketing, with a new theatrical landing page and additional photos/art; currently in discussion with CSM PR-MKT for including a slide show with highlights from the past two years to be accessed directly from the site.**

### C. SLO Assessment Contacts

**N/app.**