



**GAVILAN COLLEGE**  
**INSTRUCTIONAL PROGRAM SELF STUDY**

**NAME OF PROGRAM BEING REVIEWED:** THEATRE ARTS

**ACADEMIC YEAR :** 2017-18

**I. Organizational Details**

Provide an organizational breakdown of your program. Do not include individual's names, only position titles and FTE.

	Title	FTE
Administrator	Dean	100
Faculty - FT	Program Director	100
Faculty - PT	Adjunct (s)	
Professional Support Staff	Technical coordinator	75%
	Tech Assistant	25%

**II. Program Progress (What have you done since your last review)**

**A. Review Strategies and Goals on the Strategic Plan site.**

([https://www.gavilan.edu/strategic\\_plans/Gavilan\\_StrategicPlan\\_2015\\_2020.pdf](https://www.gavilan.edu/strategic_plans/Gavilan_StrategicPlan_2015_2020.pdf))

Which specific strategies and goals from the list has your program supported in the last three years? Using examples from your past Program Plans or other sources, describe what measures and/or pedagogical modification your program has adopted to support the identified strategies and goals.

Since our last IEC review, Theatre Arts has rewritten or modified all courses to make sure they align with Cal State and UC systems. The Program has written an AA-t in Theatre Arts which has been approved by the Chancellor's Office. This, in turn, necessitated creating and adding several practical theatre courses to the Program's offerings including Thea 25 (Costume Design), Thea 26 (Script Analysis) Thea 27 (Intro to Lighting).

(Strategy 1, goals 1-6)

The program is experimenting with alternate modes of scheduling and delivery for some GE courses, as well as our persistent work with SLOs and course updates. WE have added some evening/one-night-a-week courses to our Fall 2017 schedule as well as changing Thea 3 (El Teatro) from an online to in-person delivery in Spring 2018. We are ready to schedule Theatre Arts GE courses at the new campuses whenever classroom and scheduling permit.

(Strategy 1, goal 1 & 5, Strategy 2, Goal 2, Strategy 5, goal 1,)

Theatre Arts maintains ongoing collaborations with Christopher High, and is pursuing new collaborations and ways of connecting Gavilan Theatre Arts with the South Valley Community. Currently we are researching a literacy program from



Livermore Shakespeare Company that uses Shakespeare. The program is aimed at elementary school children (2<sup>nd</sup> & 3<sup>rd</sup> grade) and we hope to prototype a similar program it in Spring 2018.

(Strategy 2, goal 5, Strategy 6, goal 5)

B. What results have you seen because of these modifications? (Include data if available.)

Most of these modifications are within the last Three years. Alternate course times are currently under-enrolled, but we need institutional support to improve outreach and advertising for these new classes/sections.

Community ties and artistic collaborations are strong with local High Schools including Christopher, Gilroy & San Benito High School. We are working on a new Elementary school outreach program.

Last review (2011-12), the IEC recommended increased support (staff) for Theatre Arts. Dr Kinsella vetoed the proposal and no further progress has been done on the issue.

With the recommendations of the IEC and the Gavilan College Board, STAR Children's Theatre Program is no longer part of Gavilan College Theatre Arts Program. It has separated to form its own 501C3.

C. What methods does the program use to maintain the integrity of academic standards and achieve consistency within the discipline, particularly in regard to multiple section introductory classes?

Currently there are only two courses in Theatre Arts (Thea 7 & Thea 12a/b) taught by alternating faculty or multi-section classes. Dr Haehl and adjuncts Cherise meet regularly to share strategies and student successes and norm quizzes and exams.

D. What are the program's methods for evaluating and modifying the contents of course offerings? Please provide examples of the result of this process.

Theatre Arts has been diligent in evaluating SLOs for all of our courses. In the course of reviewing Thea 4/Cmun 2 which had been rewritten for the AA-T, we noticed that due to a change in the points structure of the new course, students were no longer showing up for regular practice sessions before their presentations. This, in turn impacted their ability to succeed in the course. A revision of the course ensued, in which grades and points are assigned to the practice sessions and more clearly linking the practice sessions to overall student success in Thea 4/ Cmun 2.

E. What staff development efforts has your program undertaken?

The Theatre Department currently maintains both a webpage and Facebook page to help augment the lack of promotional support from Gavilan College. Besides our efforts with alternate delivery of courses, Theatre Arts is developing a new



outreach program aimed at Elementary school students, Literacy and Shakespeare. This program will be modeled on the very successful Literacy program sponsored by Livermore Shakespeare Company and the Livermore Unified School District. Dr. Haehl is currently in the research stages of the project and hopes to use his Co-Curricular Project for this academic year, launching a prototype/pilot in Spring 2018.

Also, Theatre Arts Faculty have participated in: Training in websites, participation in the EMP and FMP Committees, and participation in the Guided Pathways FIG.

F. Is the program currently articulated with regional four-year colleges and universities and district high schools? Does your program currently have an AA-T or AS-T? If not, what are the plans to develop one?

All Theatre Arts Courses are articulated to the Cal State and UC System. Theatre Arts Currently offers AAs in Acting and Technical Theatre as well as an AA-T in Theatre. An AA-T in TV is in development with the Chancellor's Office.

G. If applicable, how does the program meet all local, state, and federal requirements, including professional, or trades and industry organizations?

N/A

H. How has your program collected information and responded to the needs of the community/field (e.g. advisory council, needs assessment)?

N/A

E. Review the Gavilan College Equity Report Executive Summary ([http://www.gavilan.edu/staff/equity/docs/2015-16\\_StudentEquityPlan.pdf](http://www.gavilan.edu/staff/equity/docs/2015-16_StudentEquityPlan.pdf)).

a. What efforts has your program undertaken to mitigate identified inequities, and what was the outcome?

Currently there is no Institutional support for this effort within smaller Programs.

b. What gaps remain in your program's efforts to serve the identified populations? Use GavDATA to identify these gaps (<http://www.gavilan.edu/about/research/index.php>)

### III. Program Data

Provide appropriate analysis for the following sections based on data acquired from the Office of Institutional Research. (<http://www.gavilan.edu/about/research/index.php>)



#### A. Basic description of Program

Gavilan's Theatre Arts Program offers AA degrees in Acting and Technical Theatre, as well as an AA-T in Theatre. A variety of performance and design related courses are offered, as well as several courses geared towards the general education needs of non-Theatre Arts majors including: Theatre Appreciation, Oral Interpretation, Theatre History, and Dance Appreciation. The program offers from three to four productions a year, including a Fall Children's Theatre Production (which 2500 - 4000 Elementary students from South Valley attend), A Spring production, as well as staged readings and talent shows produced by TADA, the ASGC theatre club. The program participates in on-going collaborations with Christopher High School and will be collaborating with Gilroy High School this spring on the production of *A Midsummer Night's Dream*.

Though a smaller academic program with relatively few majors, Theatre has had success in transferring students into both the Cal State and UC System. Since the last IEC review, 4 students have successfully transferred and completed degrees at UC Santa Cruz and UC Berkeley. Izzy Qiustian, a Theatre Arts student received the Pister Scholarship to transfer to Santa Cruz, and Isabel Cruz recently graduated from UC Berkeley with honors and making the Dean's list for four terms.

1. Enrollment and FTES \_ Sorry Data gathered, not processed. Will input next draft.

i. Enrollment by top code and course over time (4 years)

ii. FTES by top code over time (4 years)

iii. Current enrollment by term last available census

2. Student Outcomes

i. Success rate by top code and course and year (4 years).

ii. Retention rate by top code and course and year (4 years).

iii. Number of majors by year (4 years).

Numbers vary from above 20 to 14 over last five years. Several majors shifted to Liberal Arts degrees due to difficulty completing AA-T (cancelled classes/sections)



- iv. Number of degrees and certificates by top code and year (4 years).  
There have been 7 majors over the last five years, five over the last four.
- v. If your program has courses that are required to be completed in sequence, (i.e. English, Math, ESL, etc) what is the success rate for that sequence? (<http://www.gavilan.edu/about/research/index.php>)

N/A

### 3. Staffing Data

- i. Faculty Headcount (by contract and hourly) (past 4 years)

One full-time faculty

Adjuncts (2) 2-4 classes per year

- ii. Faculty productivity (Weekly Student Contact Hours [WSCH] divided by Full Time Equivalent Faculty [FTEF]) (past 4 years)

245.75 average over the past four years. This shows an increase of 15%.

- iii. Current ethnic and gender distribution of faculty

Fulltime (1) Male

Adjunct (2) female

- iv. Contract overload by year (past 4 years)

13-14	3.	
14-15	.07	(Sabbatical)
15-16	1.7	
16-17	2.4	

This overload figure shows how much the program relies on and over-burdens only one full-time faculty member.

Support staff was indicated as a major need for the program in the last IEC (2011-12), yet no progress has been made the situation.

- v. Program Release Time (past 4 years)

20% each year for Program Director

- vi. Classified Staff who contribute to the instructional program, e.g.,  
Instructional Assistant, lab supervisor (past 4 years)

Technical Coordinator (30 hours per week) interacts with Thea 14 (Stage Production) in Spring terms. This position has recently been replaced with a former Gavilan student. There is a marked improvement in attitude and timeliness from this staff since the new hire.



Technical Assistant (10 hours per week)

- vii. Student Assistants (tutors, Cal/WORKs, Work Study, etc.) (past 4 years)  
None

B. Provide comments on any salient data above.

B. Budgetary allocations over the past 3 years (4-5-6's and 1-2-3's if applicable).  
See sample below.

Please see banner reports attached

Operational Costs	10/11	11/12	12/13
Enter your data: e.g. Travel			
e.g. Instructional Supplies			

C. Provide an overview of how budget allocations have changed over the past three to five years.

Several years ago, Dr. Kinsella urged Gavilan programs to save funds, Theatre Arts did not purchase several key pieces of equipment that year saving over \$10,000. In subsequent budgeting, this amount was removed every other year from Theatre Arts budget, creating an imbalance in funding. This created enormous difficulty in budgeting equipment replacement and determining season resources year to year. Through meetings with Dean Lozano, Wade Ellis and Dr. Bresso, Dr. Haehl has lobbied to restore the funding to more equal levels each year starting this academic year

D. What were the results of any significant additional budget or resource allocations/reductions over the past three to five years?

The budget reductions caused delays in several updates and replacements to our outdated lighting and stage equipment. It also made the additional productions and staffing needs (production supplies, band members, choreographer, vocal coach, etc.) difficult to meet on the "reduced" years.

#### IV. Trends Affecting your Program (Data-Driven)

A. Briefly describe your program's strengths and challenges (utilize data to support your contentions).

In the past 5 years, Theatre Arts has seen 4 Theatre Arts majors successfully transfer from Gavilan and graduate from the UC system (UC Santa Cruz and UC Berkeley). This is in addition to the transfer students to the Cal State system and private Universities.



Despite the recommendations of the IEC, no progress has been made on increasing staff support for the Theatre Arts Program. This increases the yearly wear and tear on the one full-time faculty member.

- B. Provide a brief review of the past three Program Plans and any emerging themes identified in them.

The Program Plans reflect the ongoing needs of our antiquated Theatre Facility.

Currently, The Program Director functions as the unofficial facility manager, and most of the funded items from the Program Plans reflect the on-going needs to bring the Theatre into compliance with California State health and Safety Codes.

Recently funded items include a new grand drape and valance. This year we are requesting \$8,000. In additional curtains to bring us up to code. the Theatre building also needs new carpeting and the seats refurbished. Unfortunately, most requests for instructional equipment for the Theatre Arts Program go unfunded. Items funded seem to be for the Theatre facility only.

The Theatre Building and Theatre Arts Programs need their own program plans, resources are also allocated to the academic needs of the programs versus the on-going structural needs of the Theatre building.

Theatre Arts Program Plan also reiterates the need for ongoing support in promotions, publicity, box office, outreach and event coordination for Theatre Arts and other FA programs.

- C. If not mentioned above, what are some of the needs or challenges facing your program? (include support and documentation for your contentions)

There is currently a complete lack of Institutional support for publicity, outreach, box office and event coordination for all Fine Art Events and Performances. Gavilan provides inadequate support for publicity from PIO. There is no support for outreach for events or new classes. Also, there is a lack of support/staff for Institutional non-instructional needs such as curriculum forms and paperwork, data research or webpages.

Currently, there is no permanent staff for costumes/wardrobe. Dr. Haehl creates and manages the design, using outside contractors to fabricate items.

**V. Program/Student Learning Outcomes**

- A. Complete the program/student learning outcome matrix for your program(s). Complete separate matrices for each Chancellor’s approved Degree or Certificate. If assessments have not been completed, provide an update of your program’s work to assess your program-level student learning outcomes.

Program/Student Learning Outcomes	Assessment / Measurement	Result	Use of Results
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Will complete next draft			
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B. What percentage of course-level student outcomes has your program assessed?  
90%. New courses have been written and not yet assessed.

**VI. Program Plan/Budget Requests**

A. List goals and objectives for the next three to five years that will address the needs and trends identified above and in your course and program level SLO assessment results.

Pending Program Plan

B. Provide your current Program Plan (required) which should include these goals and objectives.

Pending Program Plan

**VII. Self Study Summary**

Use data provided in this report as well as previous program plans to complete the Self Study Summary. Please provide a narrative summary, which should include an overall description of the program, a summary of the program’s progress, a summary of and trends facing the program, and the program’s plans for the future (2 page limit).

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Since the last IEC review, there have been significant changes to the program. All Theatre courses have been updated and rewritten to comply with AA-T standards, as well as the

addition of the AAT as an educational pathway for our majors. The STAR program is no longer attached to Gavilan College, easing many of the concerns and frictions brought about by that collaboration. Also, with Grant Richards heading the TV AA-T, there is a better air of collaboration and communication within the Fine Arts program.

Besides the challenges of working in a building which has not been properly maintained by the Institution despite numerous outside user groups, one of the greatest challenges for the Full-time faculty member is lack of permanent institutional support (Staff) for publicity of events and new course offerings, Box Office, Outreach, Webpages or Costumes, despite a recommendation from the last IEC review for more support staff. These several and diverse staffing duties are loaded onto the already overflowing plate of the Program Director, whose 20% reassign position in no way covers the amount of time and energy needed to complete these needed duties each term. This same Program Director/Faculty member is consistently overload in his teaching commitments to Gavilan each academic year. Unfortunately, this lack of staffing does not allow Theatre Arts to fully engage with the local community on current performances, community events and new course offerings.

In the future, Theatre Arts is looking to expand their offerings to include courses at the satellite campuses to broaden our education outreach and to recruit new majors. We are developing a new educational outreach program geared at the 3<sup>rd</sup> grade students in public schools focused on Literacy and Shakespeare. A prototype of this program, which is modeled on a similar successful program in the Livermore Public Schools, will be offered in Spring 2018.

As part of our publicity plan, Theatre Arts maintains its own independent Facebook page & Twitter account which has increased the visibility of our program across the South Bay. Social media has helped us try to bridge the communication gap caused by lack of institutional support.

Goals: For T.A

- Fortify and expand Summer Bridge program
- Create new educational outreach program with South Valley elementary students focusing on literacy and Shakespeare
- Increase Theatre majors and transfers to four-year institutions
- Continue to deliver high quality theatrical performances to South Valley community,
- Replace outdated lighting equipment to keep abreast of California Title 24 codes and standards for Health and Safety



- Create a community outreach liaison for theatre arts/fine arts events. This position would include event and production coordination as well as box office, community outreach and promotion.