

Status: **Reviewed**

Entry #: 7

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## **2020-2021 ANNUAL REVIEW**

### **OVERVIEW OF PROGRAM REVIEW AND PLANNING FOR NON- INSTRUCTIONAL PROGRAMS**

Program Review is a self-study of your unit. For non-instructional program review, the definition of what is a unit varies based upon your division. A unit may be a department (e.g., Information Services, Institutional Research and Planning, Financial Aid), a program (e.g., EOPS, TRIO), or a division (Human Resource Services). The Vice Presidents for each division have identified/defined the units that will complete the review cycle.

Regardless of whether your unit is a program, department, or division, program review is about documenting the plans you have for improving Institutional Effectiveness in your area and sharing that information with the college community. Through the review of and reflection on key elements, program review and planning identifies program strengths as well as strategies necessary to improve the operation of your area. With that in mind, please answer the following questions.

The Annual Update is designed to help you track progress on your three-year plan. It allows for updates to your plan based on:

- 1) Updates to Service Area Outcomes assessment cycle or unit data;
- 2) new events, legislation, or processes that affect your unit's ability to meet your mission; and
- 3) a review of progress on your three-year plan's goals.

## BASIC UNIT INFORMATION

**Program/Unit Name**

Performing Arts Complex

**Department Name**

Performing Arts

**Division Name**

AMBA

**Name of Person responsible for the Program/Unit**

Justin Smiley

**Website address(es) for your program(s)/unit(s)****Webpage URL 1****Unit webpage**

www.Palomarperforms.com

**Please list all participants and their respective titles in this Program Review**

Participant	Title
Lorrena Harvey	Technical Theatre Coordinator
Antonio Cucuzzella	Technical Direction Specialist
Heather Murray	Patron Services Coordinator
Carl Thompson	Marketing and Program Coordinator
Thomas Daily	Instructional Support Assistant Music Area

## STAFFING AND SERVICE UPDATES

### Staffing

Use the link provided to help answer the staffing questions below.

Link: [Permanent Employees Staff Count](#)

This form requires a login and password to access. Please use your Palomar email and password to log in.

#### Full-Time Staff

**Total Number of Full-time Staff**

5.00

**Number of Classified Staff**

5.00

**Number of CAST Staff**

0.00

**Number of Administrators**

**Number of Full-time Faculty**

8.00

#### Part-Time Staff

**Total Number of Permanent Part-time Staff**

0.00

**FTE of Part-time Staff (2x19 hr/wk=.95)**

**FTEF of Part-time Faculty**

**Describe additional temporary hourly or contract staff who support this unit and/or department. (Include FWS/District Student Worker/Veteran Student Worker)**

Due to covid 19 and remote work assignments we are down from 11 short term part time staff, to two that are working remotely.

**Have you experienced any changes in staff this past year? If so, please describe how the changes have impacted your operations.**

We have experienced a reduction in staff due to COVID 19 and remote work scenarios. We also had our Department ADA retire at the top of this calendar year. We have been impacted by these reductions in workforce as it has added a greater load of duties and work to each one of our regular full-time staff.

### Program/Unit Description

**Have the services your unit performs change in any way over the past year?**

Yes,

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### PROGRAM/UNIT ASSESSMENT

# SERVICE AREA OUTCOMES UPDATE

## GOT SERVICE AREA OUTCOMES?

Outcomes are statements written in support of student learning to show direct support (instruction) or indirect support (services) provided on campus. Assessment is the way we measure how well we are achieving our outcomes.

For non-instructional areas, outcomes are called Service Area Outcomes (SAO).

### So, what is an SAO?

A Service Area Outcome (SAO) is a statement about what a client will experience, receive, or know as a result of a given service. Clients can be students, faculty, staff, or community members.

As part of our three-year planning and review cycles, all non-instructional units are asked to:

- identify at least two SAOs,
- develop a plan and assess their SAOs,
- reflect on the results,
- and take action, as necessary.

Palomar has adopted Nuventive Improve (previously named TracDat) as our official repository for SLO and SAO Assessment information.

### Review and/or define your SAOs and assessment plans and ensure they are entered in Nuventive Improve by:

1) Login to Nuventive Improve (previously TracDat) <https://www2.palomar.edu/pages/sloresources/2015/08/10/tracdat/>. Your Palomar username and password is your login.

2) Check your SAOs for **currency** and **sunset** any SAOs if you no longer plan to assess them.

3) Revise or edit your current SAOs by revising their wording and/or updating the assessment and assessment results.

### NEED HELP?

#### Nuventive Improve:

1) If you need help with anything Nuventive Improve related such as login, unit identification, entering SAO info, contact Marti Snyder at [msnyder2@palomar.edu](mailto:msnyder2@palomar.edu).

2) Check out this video on how to enter SAOs in Nuventive Improve: <https://youtu.be/b1sRa68wm4c>

#### Defining and Assessing SAOs:

Not sure if your SAOs make the grade? Need some help writing an SAO? Not sure about how to assess your SAOs?

1) [Hartnell's SAO Guide](#) is a nice resource! Thank you Hartnell!

2) Contact Michelle Barton at [mbarton@palomar.edu](mailto:mbarton@palomar.edu). We have a resource support team to help.

A template for entering SAOs can be found on the [IR&Ps Non-instructional Program Review and Planning website](#)

Date Identified or Last Reviewed	Description of SAO (What is your SAO?)	Assessment Method (How will/ do you measure or assess it?)	Criterion (How will/ do you know if you met the outcome?)	Date of Assessment	Date of Next Assessment
1)					
2)					
3)					
4)					

Are all of your unit's SAOs and assessment plans **UPDATED** and **ENTERED** in Nuventive Improve?  
Yes

## SAOs Summaries / Reflection

If you have completed any SAO assessments over the past year, summarize what you learned from the assessment and what improvements you have implemented or plan to implement as a result of your SAO assessments. If you have not completed SAO assessments, document why (e.g., SAO was assessed last year).

### SAOs

#### SAO 1

**SAO Title**

Signage and marketing exposure for the Performing Arts Complex

**Assessment Status**

Assessed

Install banners along the Southwest corner of the Performing Arts Complex to promote the department to the community and drive by traffic to the College.

Install window clings to existing lobby windows to promote current season and department promotions.

Create and install Theatre marquis and location signage along Comet Circle to promote the Brubeck Theatre and Studio Theatre

**SAO Summary and Reflection**

A presence of marquis signage on campus will create and increase exposure of the Performing Arts Department to our Palomar students and the community at large. Increased exposure will build our audiences and student participation and give our Performing Arts students the benefits of performing for live audiences.

#### SAO 2

**SAO Title**

THE BRUBECK BUS

**Assessment Status**

Assessed

Secure transportation services to "bus" in students and community members (senior communities) for Performing Arts Department productions and community outreach events.

**SAO Summary and Reflection**

By busing in schools, community groups and organizations to our programming (who otherwise lack transportation to on campus events) we will be building up our community outreach as well as building potential enrollment for future students for the college.

#### SAO 3

**SAO Title**

Multi Area Performances

**Assessment Status**

Assessed

**SAO Summary and Reflection**

Creating performance opportunities in our current remote online format and once we return to campus a live in person performance. Where students are working towards performance career objectives through our programming and stage opportunities both on stage and back stage.

## OTHER ASSESSMENT DATA

Review the Quantitative and Qualitative Data from your comprehensive review. If there are updates please describe them below.

## ACHIEVEMENTS AND OTHER RELEVANT INFORMATION

**Describe your program's achievements this past year. Where possible, describe how these achievements are related to our students and their success!**

The Performing Arts Department successfully transitioned from in-person to innovative technology for remote and on-line performances which allowed our students to continue their education and practice their craft in front of a live, virtual audience. We have successfully continued to reach, retain and build our community outreach, patrons and audience growth.

**Provide an update on recent changes in legislation, policies, procedures, processes, and/or technology (software and hardware) that have impacted or will impact your program/unit? What effect will these changes have on your program/unit?**

1)Due to COVID 19 outbreak, restrictions/procedures we have been able to shift to remote and on-line performance and still maintain a performance opportunity for our students and continue outreach to our community and patrons.(see above)

2)Due to new FCC frequency changes, we had to update all of the departments wireless microphone systems to keep the Theatre compliant with FCC regulations and continue quality transmission for our students in rehearsal, classes and performance.

**In addition to (or in response to) the changes listed above, what board policies, procedures, and processes need to be updated, created, or deleted?**

N/A

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## PROGRESS ON GOALS

Review the goals listed on your comprehensive review and summarize progress you have made on the strategies for implementation. If your unit has experienced challenges implementing the goals, describe those challenges.

Click on "+Add Goal" below for each additional goal.

### Goals

#### Goal 1

##### Goal

To stay attuned with the latest technologies for live events- this includes venue and personnel safety initiatives and improvements within the field of show production

##### Choice

In progress

##### Describe Progress

We are moving toward wireless LED lighting technology and implemented two wireless remote units in two productions during the 2019/2020 season.

##### Describe Challenges

We have cost estimates for upgrading the existing moving lights in the Howard Brubeck Theatre with more efficient and energy saving LED technology , shutters and other optical effects, but due to COVID 19 have had to put any movement toward a purchase on hold until we can resume performances on campus.

We have obtained greenscreen equipment and microphones to allow for technical effects during live remote/on-line performances

##### Describe Outcomes (if any)

The addition of greenscreen equipment and microphones has allowed for advanced technical production elements for our Theatre, Dance and Music presentations increasing the quality of the programs for our students and patrons.

#### Goal 2

##### Goal

Increase awareness of the Performing Arts Department brand among the campus community and the general public. Increase attendance and revenue, leading towards more programming in the Performing Arts and awareness in the department and the campus as a whole.

##### Choice

In progress

##### Describe Progress

With the addition of our Marketing and Program Coordinator and the increased promotions through website, mailers and social media we have seen an increased attendance to our Concert Hour series and for Main Stage productions over the past year.

##### Describe Challenges

Due to COVID 19 restrictions/procedures we continue to expand audiences for our Concert Hour Series and Main Stage productions by offering entertaining and educational content through ZOOM performances, lectures and compelling content.

##### Describe Outcomes (if any)

Marketing is ongoing. We have redesigned our department website to make access and engagement easier for our students and patrons in support of programming.



### Goal 3

#### Goal

Create a "Live at the Brubeck" Series to bring in outside programming of professional performing artists to build our audience and student education and participation.

#### Choice

In progress

#### Describe Progress

Outreach and identifying potential professional artists to participate in the series had begun over the last year but has been put on hold due to the COVID 19 restrictions/procedures.

#### Describe Challenges

A big draw for this Series to performers and patrons is performing in the intimate venue that the Howard Brubeck Theatre offers. Once details and guidelines of in-person performances have been established, presentation of the Series will move forward.

#### Describe Outcomes (if any)

**The Strategic Plan 2022 includes the College's Vision for Success (VfS) outcomes. Review the VfS goals and reflect on how your unit supports these outcomes. Identify one strategy your unit will implement to help the college meet these outcomes.**

By staying in the forefront of performing arts production and technology we are furthering the Colleges strategic goals as it pertains to Diversity, Inclusiveness, Creativity/Innovation and Physical Presence and Participation in the community. We have added to the completion and transfer rates and work force preparation for all of our Palomar College students.

#### Describe any changes to your goals or three-year plan as a result of this annual update.

Due to COVID 19 restrictions/procedures we have had to innovate ways to offer performances for our students and patrons using and expanding on new technologies such as ZOOM and Snap Chat. Our Marketing and community outreach has had to rely heavily on social media for promotions of programing and performances. We have had to think outside the traditional "box" of Live Theatre presentations and come up with a hybrid of theatre and film to allow us to still meet our goals to our students and our viewing community.

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## RESOURCES

Congratulations! You are nearing completion. In this section, you will consider the resources you need to implement your three-year program review plan and/or address any findings from your assessment of your discipline.

The section is organized into the following four parts:

PART 1: Staffing Needs (Faculty and Additional Staff)

PART 2: Budget Review

PART 3: Technology and Facilities Needs

PART 4: One Time Request for Other Needs (NonTechnology Equipment, Supplies, Operating Expenses, Travel)

**Reflect upon the three year plan you created above, your current operations, and any upcoming factors (retirements, changes in legislation, and changes in policies or procedures) that will impact your unit. How will you allocate resources to implement your plan? Describe additional resources needed to improve the effectiveness of your unit/program. All resource requests must be aligned with the College's **Strategic Plan 2022**.**

**Summarize any reallocation/re-organization of resources you are making based upon your three-year plan, your current operations, and any other factors (e.g., legislation). Describe the impact of the reallocation of resources to your unit.**

## PART 1: STAFFING NEEDS

Are you requesting new Classified, CAST, or AA positions?

Yes

If you are requesting STAFF, please fully complete this section. If not, you can skip to the next resource section. Click "+Add Staff, CAST, AA request" below for each additional request.

When considering the funds required for a position, consult the HR website for position salary schedule and the [Benefits Worksheet](#) for additional costs related to benefits for the position.

### REQUEST FOR ADDITIONAL CLASSIFIED, CAST, AA

#### Staff, CAST, AA request 1

Title of position

Production Manager

Is this request for a full-time or part-time position?

Full Time

How does the position fill a critical need for current, future, or critical operations? e.g. accreditation, health and safety, regulatory, legal mandates, institutional priorities, program trend analyses of growth/stability.

This position would reinforce the safety for all policy and procedures for the Performing Arts Complex. To grow the production value and technologies for the Performing Arts. To bridge the gap of planning and coordinating operations in the performing arts venues and to collaborate with the PAD chair regarding programs and growing our academic programs in music, theatre and dance.

Does the position assist in establishing more efficient District Operations through either of the following: reorganization/restructuring OR use of technology?

Currently we have two staff members working out of class to cover the responsibilities of this position.

Is there funding that can help support the position outside of general funds?

No

Describe how this position helps implement or support your three-year PRP plan.

This position is value added to our department, serving all three areas of Music, Theatre and Dance. Having a staff person on fulltime would push us with more productivity, and consistency in our show quality. This person would help in achieving student outcomes through costuming textiles in a live production settings, which equates to valuable real work opportunities for our students.

#### Strategic Plan 2022 Objective

2:1	2:2	2:3	2:4
3:1	3:2	3:3	3:4
3:5	4:1	4:2	4:3
5:1			

If the position is not approved, what is your plan?

To continue current status of two staff working out of class to cover duties of this position.

#### Staff, CAST, AA request 2

Title of position

Costume Shop Technician

**Is this request for a full-time or part-time position?**

Full Time

**How does the position fill a critical need for current, future, or critical operations? e.g. accreditation, health and safety, regulatory, legal mandates, institutional priorities, program trend analyses of growth/stability.**

This position has been a part time temporary for the last 20 years. There is an ongoing need as we have a fully stocked inventory of costumes, equipment and textiles that need constant repairs, alterations and organization. The Costume Shop Technician would serve as the department costume designer for our four theatre productions, 4, dance productions and several music events throughout each year.

**Does the position assist in establishing more efficient District Operations through either of the following: reorganization/restructuring OR use of technology?**

A full time position would better utilize time and resources and allow us to go from two part time temporary individuals to one. Having an in-house designer for the season's shows would save the department an average of \$6000-\$8000 a year in hiring of outside independent contractors to perform the duties.

**Is there funding that can help support the position outside of general funds?**

No

**Describe how this position helps implement or support your three-year PRP plan.****Strategic Plan 2022 Objective**

2:4

4:2

4:3

**If the position is not approved, what is your plan?**

this position would add to the professionalism and quality of our performances and directly benefit our students and patrons increasing participation and building audiences for the program.

**Staff, CAST, AA request 3****Title of position**

Audio Technician

**Is this request for a full-time or part-time position?**

Part Time

**How does the position fill a critical need for current, future, or critical operations? e.g. accreditation, health and safety, regulatory, legal mandates, institutional priorities, program trend analyses of growth/stability.**

To aid in growing our production and quality and patron experience. Currently we rely on outside technicians to fill the need to cover overlapping performances within the department. Independent contractors are not always available for our schedule of events which puts a strain on existing staff to try to cover competing events. Having a part-time individual to work on our productions will bring a consistency and quality to our productions that will directly benefit our students and patrons experiences within the department.

**Does the position assist in establishing more efficient District Operations through either of the following: reorganization/restructuring OR use of technology?**

This position relates directly to the use of the technological equipment used in the department for all of its productions. Having a consistent person on the equipment will cut down on wear and tear and allow for a better quality for our students and patrons. It also allows for the elimination of overtime by existing staff who are put in the position of covering overlapping events due to the lack of a technician

**Is there funding that can help support the position outside of general funds?**

No

**Describe how this position helps implement or support your three-year PRP plan.**

This position would benefit the quality of our productions which directly benefits our students and patrons experience within the department.

**Strategic Plan 2022 Objective**

2:4

4:2

4:3

**If the position is not approved, what is your plan?**

To continue covering events with independent contractors or with staff overtime for overlapping events.

**Staff, CAST, AA request 4****Title of position**

Performing Arts Marketing Support Technician

**Is this request for a full-time or part-time position?**

Part Time

**How does the position fill a critical need for current, future, or critical operations? e.g. accreditation, health and safety, regulatory, legal mandates, institutional priorities, program trend analyses of growth/stability.**

Marketing support position with an emphasis on design. To better facilitate and expedite projects to increase general department awareness and attendance.

**Does the position assist in establishing more efficient District Operations through either of the following: reorganization/restructuring OR use of technology?**

Under the supervision of the Marketing Department Coordinator, they would be able to monitor the ongoing social media and updates to the current web page as well as assist in the box office to oversee ticketing to all of our performances. This would eliminate the need for overtime by current staff to cover overlapping events in the calendar.

**Is there funding that can help support the position outside of general funds?**

No

**Describe how this position helps implement or support your three-year PRP plan.**

Better social media increases community awareness for the department and the College as a whole, directly influencing attendance to our performances as well as building interest and enrollment in the program and the College.

**Strategic Plan 2022 Objective**

3:3

3:4

4:2

4:3

**If the position is not approved, what is your plan?**

To continue current staff oversight and overtime where needed to cover all events, marketing and social media within the department.

**PART 2: BUDGET REVIEW**

Review your Budget/Expenditure reports for 2018, 2019, 2020. Consider your three-year PRP plan.

Click on the link below to access directions to the *Available Budget Report* to complete this section.

**How to Request the Available Budget Report****Reflecting on your three-year PRP plan, are there any budget considerations you would like your dean/supervisor to be aware of for the upcoming year?**

No

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## **NOTE: PARTS 3 and 4 – TECHNOLOGY, FACILITIES AND OTHER NEEDS**

This year the College is implementing two new processes related to resource needs coming from the PRP process.

1. One-Time Fund Requests. The college is implementing a process for prioritizing and allocating funds for one-time needs/requests tied to Program Review and Planning. Prioritization will take place through participatory governance in planning councils and the Budget Committee. Then, a recommendation will be made to Exec for funding of request utilizing various funding sources.

For more information about funding sources available, see [IELM BLOCK GRANT, LOTTERY, PERKINS AND STRONG WORKFORCE GUIDELINES](#) (on the left menu of the web page).

Consider submitting one-time requests only if you have verified that you cannot fund the request using your general discretionary funds or other funds.

2. Technology and Facilities Review. From now on, ALL requests for technology will go through an institutional process. If you request technology here, you will see a description of the process below.

### **PART 3: TECHNOLOGY**

**Will you be requesting any technology (hardware/software) this upcoming year?**

No

**Note about technology requests:**

*All technology requests will now go through a review process before prioritization.*

- *Your director will send you a Technology Request Checklist (aka Technology Proposal Analysis Checklist).*
  - *You must complete this checklist and return it to your director no later than 10/30/2020.*
  - *Once the director approves the form and the request, the director will send the document to the Technology Review Committee to determine IS resources needed, any integration issues, and/or potential overlap with existing technology.*
  - *The results of the review will be sent to the director with feedback.*
  - *The director will determine whether or not the request moves forward for prioritization and/or implementation.*
    - *Requests for one-time funding will move forward for prioritization.*
    - *Requests that use funding from your department budget may move forward for purchase.*

### **PART 3: FACILITIES NEEDS**

**Do you have resource needs that require physical space or modification to physical space?**

No

### **PART 4: ONE TIME NEEDS**

For more information about funding sources available, see [IELM BLOCK GRANT, LOTTERY, PERKINS AND STRONG WORKFORCE GUIDELINES](#) (on the left menu of the web page under "Instructional Funding Sources").

**Do you have one-time requests for other items (e.g., Non-Technology Equipment, Supplies, Operating Expenses, Travel) that your budget or other funding sources will NOT cover?**

No

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## FEEDBACK AND FOLLOW-UP

Once your Program/Unit PRP is completed, your division or planning council should review and discuss based on your Vice President's planning process. This area is intended for summary feedback and recommendations from the divisional review.

### Confirmation of Review by Division / Planning Council

Person/Group/Council who reviewed PRP:

Date Reviewed

## FEEDBACK

Strengths and successes of the program/unit as evidenced by the data, analysis, and assessments:

Areas of Concern, if any:

Recommendations for improvement:

Enter your email address to receive a copy of the PRP to keep for your records.

lharvey@Palomar.edu

I confirm that the Program Review is complete and ready to be submitted.

Yes

## Vice President Review

Strengths and successes of of the discipline as evidenced by the data and analysis:

creative response to remote learning

Areas of concern, if any:

SAO 1 says that it has been assessed; however, measurable outcomes have not been identified. Next step -- how to show that the implementation of signage increases participation? Same for SAO 2. Great ideas -- need further follow up to help gauge value of continuing or increased service. SAO 3 needs clarification -- what are multi-area performances? again how will you measure success?

Need measurable outcomes for goals as well.

Recommendations for improvement:

Define measurable outcomes for SAOs and goals. Continue through the evaluation of success.

Work with dean to discuss organization to make best use of positions -- requests appear extensive; need a long-term plan. Having measured evaluative results can help with this conversation as well.

VP Name:

Shayla Sivert

Signature Date:

12/30/2020