

**Program Research and Recommendation
Program Advisory Team Report
Theatre Arts**

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Members of the PAT

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Program Research and Recommendation Program Advisory Team Report – Theatre Arts

Executive Summary

This report outlines the current state, challenges, and vision for revitalizing the Theatre Arts program at Butte College based on the guidelines established in AP 4021. It evaluates the present situation of the program, identifies improvements in the program structure and curriculum, and proposes a strategic plan to enhance student engagement, community involvement, and overall program effectiveness. Drawing on successful practices from exemplary community colleges in California, this report aims to create a sustainable and dynamic Theatre Arts program that prepares students to transfer and that responds to student interests as well as workforce demands.

1. Introduction - Theatre Arts at Butte College: A Vision for Renewal

The Theatre Arts program at Butte College has a long history of excellence in the performing arts. However, recent years have seen a decline in enrollment and community engagement, prompting a critical reassessment of the program's direction and impact.

Our vision is to breathe new life into this vital program by aligning it with the mission, vision, and values of Butte College, providing high-quality, accessible education and support in a way that inspires diverse learners to reach intellectual, cultural, social, economic, and personal success. The program will experience an overhaul, bringing it into line with the AA-T, Transfer Model Curriculum (TMC), and Course Identification Numbering System (C-ID) standards; fostering partnerships with local arts organizations; and ensuring it resonates with the educational goals of both the college and the community.

The value of theatre arts extends far beyond the stage. It creates communal experiences, fosters inclusivity and serves as a bridge between K-12 education, California State University, Chico, industry, and the broader community. In the wake of COVID-19, which has wreaked havoc on the performing arts, people are relearning how to come together safely. Theatre offers a unique opportunity to create significant, positive shared experiences in a secure environment.

Moreover, theatre provides a lens through which we can examine and discuss real-world issues in a non-combative manner, offering a brave space for dialogue on current topics. As we rebuild, the Theatre Arts program has the potential to become the face of Butte College, advancing public relations through the universal languages of music and drama.

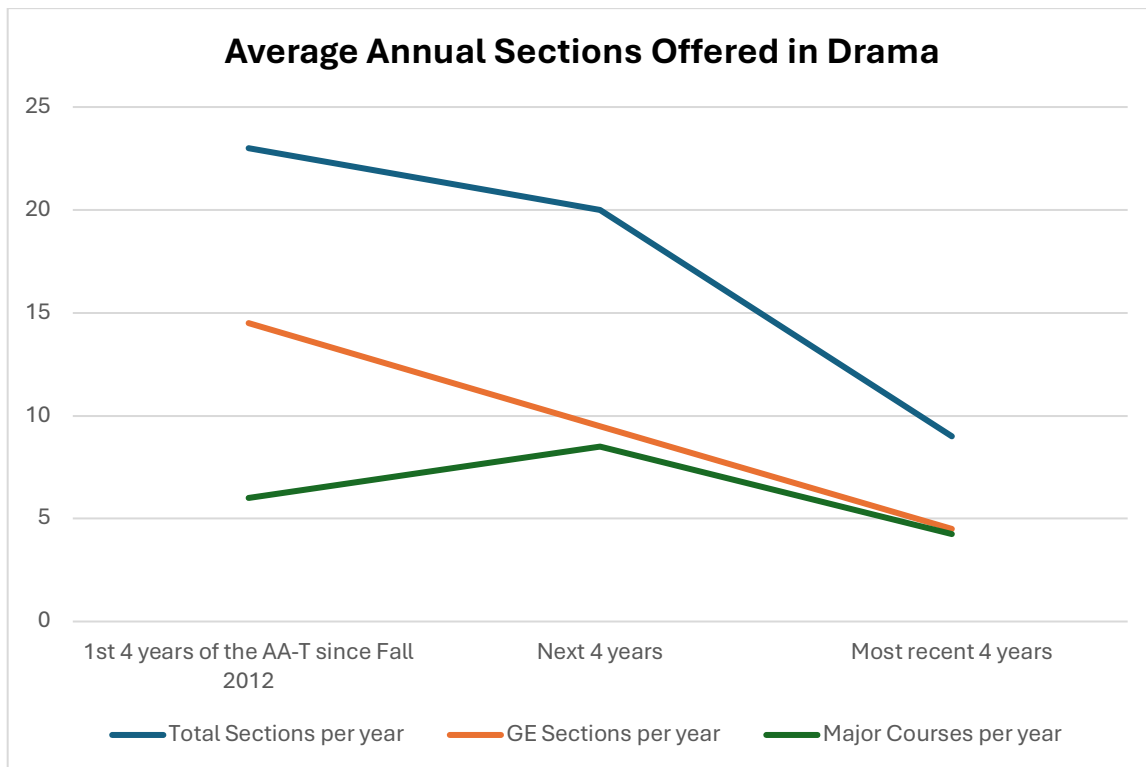
With the recent successful growth of our Music program, a revitalized Theatre Arts program is essential to complement and complete our performing arts offerings. This renewal will also maximize the use of our multimillion-dollar facilities, which currently stand underutilized.

2. Current State of the Program

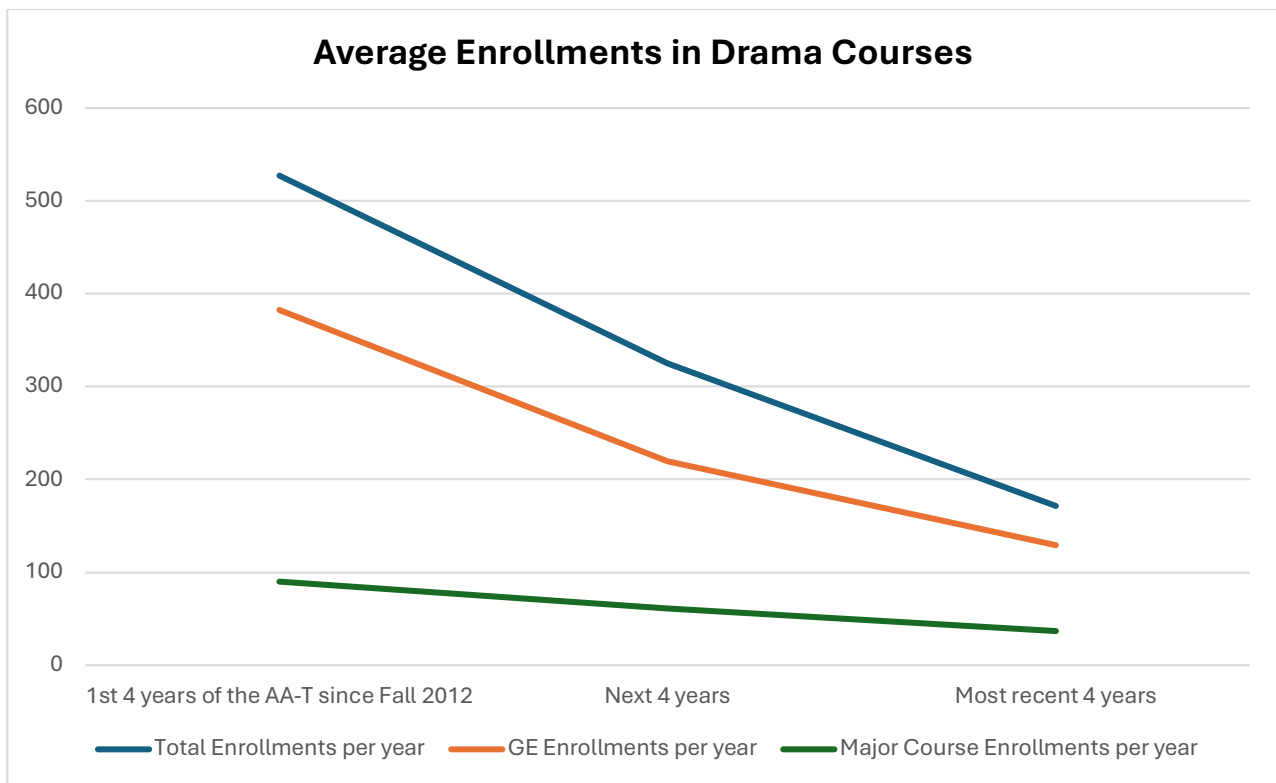
2.1 Scheduling and Enrollment Trends

- Analysis of enrollment data since Fall 2012 indicates a significant decrease in course offerings and in subsequent student enrollment within the Theatre Arts program. Average annual number of sections of DRAM classes offered and average annual student enrollments are shown below.

SECTIONS	1st 4 years of the AA-T 2012 - 2016	2016-2020	2020-2024
Total Sections per year	23	20	9
GE Sections per year	14.5	9.5	4.5
Major Courses per year	6	8.5	4.25



ENROLLMENTS	1st 4 years of the AA-T 2012 - 2016	2016-2020	2020-2024
Total Enrollments per year	527.25	324.75	171.5
GE Enrollments per year	382.5	219.75	129.25
Major Course Enrollments per year	90	60.8	36.75



- Current student feedback indicates a strong desire for the revitalization of the program.

2.2 Curriculum Analysis

The current Theatre Arts curriculum is fundamentally flawed and needs to be revamped to create a viable pathway for students to transfer. Currently, students are not able to complete a degree because the curriculum is outdated, and the program is not in compliance with current Theatre Arts transfer model curriculum for the AA-T. There is no logical two-year structure for obtaining the degree. Here is the scope of the curricular issues:

- Current curriculum is not fully aligned with Transfer Model Curriculum. Courses are not properly assigned to C-IDs.
- Comparisons with peer institutions such as Napa Valley, Santa Monica College and Pasadena City College reveal a broader range of courses including Script Analysis, Stage Makeup, a variety of acting courses, and an Introduction to Theatre or Theatre History course instead of Theatre Arts Appreciation, which is what we incorrectly offer in our AA-T.
- In addition, elements allowed in the TMC such as repeatability in performance and technical theatre courses do not exist in the current curriculum for our program.
- One of our production courses, DRAM 10 Rehearsal and Performance for Musical Theatre is not C-ID aligned. Therefore, each time it has been offered since the inception of the AA-T, it did not help students achieve the AA-T. It was offered 8 times since 2012.
- There are only three C-ID aligned production courses in the program, all of which are not repeatable which restricts all Theatre Arts majors to performing only three semesters.
- For students interested in stage management or running crews, the situation is worse: they can only take DRAM 14 Theatre Production Workshop once due to its lack of repeatability. DRAM 14 also needs to be realigned to THTR 171 Stagecraft because that's the way it has been taught, and a new course needs to be created to align with THTR 192 which is actually Technical Theatre in Production.
- TMC allows for courses in Makeup and Script Analysis which we don't have.

3. Student Learning Outcomes

According to AP 4021, all program reviews must address compliance with college policies regarding curriculum development and student learning outcomes. Review of the Theatre Arts program indicates that:

- Student learning outcomes (SLOs) need refinement to ensure they are aligned with current TMC and C-ID descriptors.
- Regular assessment of SLOs can then be conducted with the new SLOs to provide useful measurement of student learning and therefore provide data for further program improvements.
- Regular assessment of the PLOs, as well as regular assessment of alignment with GELOs and ILOs needs to be conducted. PLOs will need to be revamped to align with the updated AA-T.

4. Theatre Arts Staffing and Facilities at Select Community Colleges

College	Full-time faculty	Full-time Theatre Tech	Performing Arts Center or Auditorium with Orchestra Pit
Las Positas (All Steinway School)	X++	X	X
Napa Valley College	X	X+	X
Santa Rosa JC	X++	X++	X
Shasta College	X	X+	X
Woodland CC	X	X	X
Modesto JC	X	X++	X

A review of select community colleges in the North State revealed that every college that has a Theatre Arts program has three elements that Butte College currently does not have:

- **Full-time faculty.** Some colleges have more than one FT faculty member.
- **Full-time Theatre Technician.** About half of the colleges reviewed also have a Costume Technician, a Performing Arts Promotions Coordinator, and other classified positions that support the program and events.
- **Performing Arts Center** (or a full auditorium with an orchestra pit.) Revitalization would support construction of a Performing Arts Center. This could serve the needs of not only our own productions, events, and graduations, but also serve as a community venue.

5. Proposed Strategies for Revitalization

5.1 Improve Curriculum Offerings

- Conduct a complete revamp of every aspect of the curriculum and program, including PLOs, SLOs, program map, and scheduling map.
- Collaborate and consult with local artists and professionals to design a certificate program in theatre production. Create an advisory board for the CTE certificate.

5.2 Personnel

- **Full-time Faculty:** this position is necessary to re-establish, grow, and guide the program. In addition to regular duties of full-time faculty, the scope of this program includes the following duties:
 - Produce and direct main stage full-scale productions, ensuring the evolution and articulation of the theatre artistic vision.
 - Support the management of all events, including promotion, ticket sales, etc.
 - Develop and implement marketing plan.
 - Recruit and collaborate with music director, box office manager, stage manager, set designer, costume coordinator, lighting and sound designers, etc.
 - Provide a production budget to the Dean and Department Chair before the start of each production.
 - Apply for production rights, order scripts and/or music scores and parts.
 - Represent and advocate for Butte College Theatre Arts, internally and at public functions.

- **Theatre Lab Tech:** This would be a new classified position. This position is necessary for the program. All other community colleges that have a Theatre Arts program have a position like this, and in many cases have more than one FT classified position that supports Performing Arts. In the past, the duties of this position have been done for free by faculty, or by classified staff via CTO, or not done at all. We currently have a faculty stipend in BCEA for “Drama Productions Coordinator,” however some of those duties could be better suited to a lab tech.

A job description could include:

- Coordinate use of theatre facilities.
- Design, coordinate and participate in rigging, lighting, sound effects, stage carpentry and set construction.
- Maintain, clean and repair shop equipment and tools, lighting and sound equipment.
- Train theatre students, faculty, and volunteers in the safe operation and use of the theatre, tools, props, and equipment.
- Provide technical assistance to faculty and administration.

5.3 Enhance Community Engagement

- Collaborate with youth and professional theatre programs.
- Organize community performances and outreach workshops to raise program visibility.
- Develop noncredit courses for older adults.
- Increase partnership and collaborations with CSU, Chico to increase successful transfer for students.
- Be a bridge between high schools and 4-year universities, and also to the theatre industry at large.

5.4 Strengthen Recruitment and Retention

- The improved program pathway will increase retention. In fact, this very well might be the key to recruitment and retention. This will likely lead to higher transfer rates.
- Maintain and increase Dual Enrollment opportunities with high schools.
- Conduct strategic outreach to current Theatre Arts majors. Continue this outreach each semester to capture new students.
- Implement marketing strategies that highlight student achievements and successful alumni.
- Utilize social media platforms and local events to promote the program and engage potential students.
- Engaging with local high schools, youth and professional programs, and CSU, Chico will promote our program and attract potential students.

5.5 Continuous Program Assessment and Sustainability

- Participate in regular program review for continuous cycle of improvement, keeping curriculum current with TMC updates.

6. The PAT recommends:

- Revitalization of the Theatre Arts program, including the revamping of curriculum.
- Full-time hire of faculty to lead the program.
- Full-time hire of classified staff (lab tech) to support the program.
- Future investigation for the construction of a Performing Arts Center at Butte College.

7. Conclusion

Revitalizing the Theatre Arts program at Butte College is crucial for fostering a vibrant performing arts culture within the District and the surrounding communities. By implementing the proposed strategies and drawing inspiration from successful models in other community colleges, we can enhance student engagement, broaden course offerings, and strengthen community ties.

Appendices:

- Appendix A: Drama Curriculum Updates
- Appendix B: TMC and revised courses
- Appendix C: Two-Year Scheduling Map
- Appendix D: Drama Productions Coordinator – BCEA job description
- Appendix E: Theatre Arts Technician – Yuba College job description
- Appendix F: Artistic Director – Napa Valley College job description

As part of the current process to update and revise the Drama Curriculum at Butte College, the following program updates were taken:

- Course Modifications
 - DRAM-2: Introduction to Theatre
 - DRAM-8: Acting I
 - DRAM-9: Acting II
 - DRAM-10: Rehearsal & Performance in Production: Musical
 - DRAM-12: Rehearsal & Performance in Production
 - DRAM-14: Technical Theatre in Production
 - DRAM-15: Introduction to Stage Costume
 - DRAM-21: Introduction to Theatre Design
 - DRAM-22: Introduction to Stage Lighting
- New Courses:
 - DRAM-3: Theatre History
 - DRAM-16: Acting III – Script Analysis
 - DRAM-17: Acting IV
 - DRAM-20: Stage Craft
 - DRAM-23: Introduction to Stage Makeup
 - DRAM-312: Rehearsal & Performance in Production
 - DRAM-314: Technical Theatre in Production
- Deleted Courses:
 - DRAM-11: Youth Outreach Theatre
- Courses are repeatable where appropriate
- Courses are CI-D aligned where appropriate
- Courses hours, load, and lec/lab/activity have been modified where appropriate
- Updates of Awards:
 - AA-T aligns with TMC
 - Updates to COA and AA-T with new courses
- Creation of a Course Map
- Update of Program Description
- Update of Program PLO's

Transfer Model Curriculum Template for Theatre Arts

Approval Dates: December 4, 2012; November 8, 2023 (Cal-GETC Compliance)

CCC Associate Degree for Transfer Major or Area of Emphasis: Theatre Arts

CSU Majors deemed similar: Theatre, Theatre Arts, Drama

Degree Type: AA-T

Total Minimum Semester Units for Major or Area of Emphasis: 18

Courses:

Title	C-ID Designation or other Justification	C-ID Units (or sample units)	BUTTE COLLEGE COURSE
Required Core (9 units minimum):			
Introduction to Theatre OR Theatre History	THTR 111 THTR 113	3 3	 DRAM 3 Theatre History
Acting	THTR 151	3	DRAM 8 Acting I
Rehearsal and Performance in Production OR Technical Theatre in Production	THTR 191 THTR 192	3 3	DRAM 10 Rehearsal & Performance in Production: Musical DRAM 12 Rehearsal & Performance in Production OR DRAM 14 Technical Theatre in Production (each course is repeatable 3x)
List A – Select 3 courses (9 units minimum):			
Acting II	THTR 152	3	DRAM 9 Acting II
Introduction to Design or Introduction to Theatre Design	THTR 172	3	DRAM 21 Intro to Theatre Design
Introduction to Stage Lighting or Lighting Design Fundamentals	THTR 173	3	DRAM 22 Intro to Stage Lighting
Introduction to Stage Costume or Fundamentals of Costume Design	THTR 174	3	DRAM 15 Intro to Stage Costume
Introduction to Stage Makeup or Stage Makeup	THTR 175	3	DRAM 23 Intro to Stage Makeup
Script Analysis	THTR 114	3	DRAM 16 Acting III
Stagecraft	THTR 171	3	DRAM 20 Stagecraft
Rehearsal and Performance in Production OR Technical Theatre in Production	THTR 191 THTR 192	3 3	DRAM 10 Rehearsal & Performance in Production: Musical DRAM 12 Rehearsal & Performance in Production OR DRAM 14 Technical Theatre in Production (each course is repeatable 3x)

TOTAL MAJOR UNITS		18*	
Cal-GETC Requirements		34	
Double Counting GE			
Elective			
Total Units		60	
* All units are based on the semester and indicated minimum units. The major must be a minimum of 18 semester units.			

Notes and History

*Theatre History I was previously listed as 112- *changed 7/21/2011*

Theatre Arts TMC - Narrative

The Theatre Arts TMC was initially developed at the October, 2010 DIG meetings. At the DIGs, two versions of the TMC were proposed. After the DIGs, the FDRG then met and considered both drafts. After a thorough discussion of both versions, a draft of the TMC and descriptors for each course were prepared for vetting on the C-ID website. The FDRG group met again and discussed the concerns and recommendations that were voiced by community college and CSU faculty from the vetting process. The most voiced concern was the question of whether the course *Theatre Appreciation* in the core of the TMC met the rigor required for a four-year college. Members of the committee discussed this point at length. It was decided that the course, although a common one at the community college level, did not meet the rigor required for a CSU degree and the course was removed from the core. Further discussion brought the agreement that the *Theatre History 1* course, which covers the beginning of theatre to the Restoration era, was a better choice to include in the core. *Theatre History 1* was already a listed course under List A so the committee felt that no further vetting was required. The committee added some textbook suggestions and minor content additions to the descriptors. Some descriptors were vetted without any suggested changes. All changes to the vetted Theatre Arts TMC and course descriptors were thoroughly discussed by the FDRG members and both community college and CSU faculty groups made concessions and found agreement.

Two-Year Scheduling Map – Theatre Arts AA-T

This two-year plan becomes the foundation for the schedule, and it becomes a promise to students that these classes will be held so they can complete their program.

Goals:

- Improved student completion for the AA-T in Theatre Arts
- Improved productivity (FTES/FTEF)

Course	Title	Fall 2025	Spring 2026	Summer 2026	Fall 2026	Spring 2027	Summer 2027
DRAM 2	Theatre Appreciation (GE only)	X	X		X	X	
DRAM 3*	Theatre History (GE & AA-T required core)	X	X		X	X	
DRAM 8*	Acting I	X	X		X	X	
DRAM 9***	Acting II	X-CL 9,16,17	X-CL 9,16,17		X-CL 9,16,17	X-CL 9,16,17	
DRAM 16***	Acting III – Script Analysis	X-CL 9,16,17	X-CL 9,16,17		X-CL 9,16,17	X-CL 9,16,17	
DRAM 17	Acting IV	X-CL 9,16,17	X-CL 9,16,17		X-CL 9,16,17	X-CL 9,16,17	
DRAM 10 */***	Rehearsal & Performance in Production: Musical		X			X	
DRAM 12 */***	Rehearsal & Performance in Production	X			X		
DRAM 14 */***	Technical Theatre in Production	X	X		X	X	
DRAM 15***	Intro to Stage Costume						
DRAM 20***	Stagecraft		As	needed	per	director	
DRAM 21***	Intro to Theatre Design						
DRAM 22***	Intro to Stage Lighting						
DRAM 23***	Intro to Stage Makeup						

*Required Core

***One of many choices in List A

CL = Crosslisted

7.2.22 DRAMA PRODUCTIONS COORDINATOR

The Drama Productions Coordinator has four distinct obligations. In addition to bringing the best in live theatre to the audience while presenting an artistic production that is faithful in its interpretation of the author's script, the Coordinator is expected to entertain and educate the audience and build a returning audience, develop the talents of our students and further their creativity as active participants in the production, contribute artistically to the theatre as an institution of dramatic art, and to represent the mission, vision, and values of Butte College to the community through theater productions.

To fulfill these goals, the Coordinator is expected to:

- Work with the Dean and Department Chair to select productions fulfilling the artistic and educational goals of the department and college.
- Recruit and collaborate with the music director, house manager, choreographer, stage manager, set designer, stage crew, costume designer, costume coordinator, lighting designer, and sound designers before, during, and after the production.
- Provide a production budget to the Dean and Department Chair before the start of each production that accounts for the following. Final approval of the production budget resides with the supervising administrator:
 - Royalties
 - Personnel
 - Costumes
 - Sets
 - Props
 - Lighting/sound
 - Make-up
 - Music/Choreography
 - Advertising
 - Program
 - Other supplies, equipment, or personnel as required for each production.
- Apply for production rights, order scripts and/or music scores and parts (if needed).
- Hold auditions and call backs by the end of the first week of each semester. Post the cast list and notify the entire cast of the selections made.
- Study the characters in the script, gathering as much information as they can about the physical and psychological traits
- Recruit a stage manager.
- Prepare blocking, musical direction, set direction, lighting direction, costume direction, and acting direction before the start of rehearsals. Provide direction and vision to all production staff members.
- Assume responsibility for the artistic aspects of the musical/play.
- Develop, communicate, and manage the rehearsal schedule.
- Develop and implement a plan for publicity
- Make programs
- Fill out and submit a "Facilities Use Request" including all dates for rehearsals, performances, opening/closing of the theatre, equipment needs, audience-seating chart, box office, etc.
- Work with the Department Secretary to prepare audition ads and performance posters.
- Meet weekly with the technical director, musical director, choreographer, light and costume designer to discuss the progress and development of the production.

- Prior to the opening of the show, organize ticket sales and concessions.
- Attend all performances.
- Maintain receipts and records for all production expenses for the show and turn in receipts to the Department Secretary in a timely fashion.
- Return props to storage.
- Ensure the stage, stage lights, and sound booth are returned to their original condition.
- Clean and return costumes to the costume shop.

YUBA COMMUNITY COLLEGE DISTRICT

CLASS TITLE: THEATRE ARTS TECHNICIAN

BASIC FUNCTION:

Under the direction of the Department Head, Theatre Arts, direct, coordinate and participate in the technical operation of a theater; perform technical work in an instructional lab setting for Theatre Arts students and instructors.

REPRESENTATIVE DUTIES:

Coordinate use of theater facilities; open theater for events; check stage lighting, ventilation, sound and other equipment to assure proper operation. (E)

Design, coordinate and participate in rigging, lighting, sound effects, stage carpentry and set construction; participate in planning meetings for theatre productions to provide input regarding feasibility of plans and capabilities of theatre and its equipment. (E)

Maintain, clean and repair shop equipment and tools, lighting and sound equipment. (E)

Recommend stage equipment and supplies to be ordered; requisition items; pick up equipment and supplies when necessary; provide input to theater and production budgets. (E)

Coordinate theater presentations and activities; schedule rehearsals. (E)

Inventory, store, receive, issue and check tools, lighting, equipment, lumber, hardware and paints; oversee use of hand and power tools; maintain inventory and cost control records of materials and equipment. (E)

Direct theatre students and volunteers in the safe operation and use of the theater, tools and equipment. (E)

Assists in teaching technical theatre lab. (E)

maintain and enforce fire, safety and health regulations; supervise work crews. (E)

Provide technical assistance to faculty and administration. (E)

Perform other related duties as assigned.

KNOWLEDGE OF:

Operation of lighting, rigging and sound systems used in stage production work.

Basic stage carpentry, painting and electrical set ups.

Basic principles and philosophy of stage productions.

Fire, safety and health regulations.

Record-keeping techniques.

Oral and written communication skills.

ABILITY TO:

Design sets and operate lighting systems and sound effects for presentations.

Operate and make repairs and adjustments to stage equipment.

Construct sets and props from working plans. Maintain files and financial reports.

Train and provide work direction to others in the operation, use, construction and maintenance of stage properties and equipment.

Operate hand and power tools.

Maintain records and files of stage equipment and property.

Understand and follow oral and written directions.

Establish and maintain effective working relationships with others. Communicate effectively both orally and in writing.

Plan and supervise work.

Lift objects weighing up to 50 pounds.

EDUCATION AND EXPERIENCE:

Any combination equivalent to: graduation from high school and two years of instruction in technical theatre in a college or professional theatre program and four years general theatre experience including two years experience in the construction, operation and maintenance of stage equipment and materials.

LICENSES AND OTHER REQUIREMENTS:

Valid driver's license.

ENVIRONMENT:

Evening or variable hours.

Indoor and outdoor work environment; subject to seasonal heat and cold.

Regular exposure to fumes, dust and odors.

Shop conditions; subject to heat and electrical hazards.

PHYSICAL ABILITIES:

Climbing ladders and working from heights. Lifting heavy objects weighing up to 50 pounds.

THEATER ARTISTIC DIRECTOR (formerly Director of Drama)

The Artistic Director is responsible for envisioning, developing and implementing all artistic areas of Napa Valley College Theater Arts, including Theater Arts and Shakespeare Napa Valley production seasons, in close collaboration with Music Artistic Director and Music and Theater Coordinators.

Basic Duties:

1. Responsible for the evolution and articulation of the theater artistic vision.
2. Inspire and lead staff in theater artistic matters.
3. Develop and implement the theater artistic policies and artistic direction of Napa Valley Theater Arts and Shakespeare Napa Valley.
4. Research and select annual season of plays and other theater programming.
5. Select season directors and select, or approve selection of artists.
6. Define budgetary needs for artistic areas, balancing artistic needs with financial guidelines.
7. Supervise preparation of each production, including rehearsal and performance schedules.
8. Represent and advocate for Napa Valley College Theater Arts at internal and public functions, and to internal and public constituencies including the public at large and within the theater community
9. Maintain contacts and interact with colleagues in the local and national professional and educational theater communities.
10. Direct at least one season productions a year.
11. Support and participate in theater fundraising goals and activities.
12. Actively participate in promotional and community activities in support of Theatre Arts.
13. Collaborate closely with music and theater coordinators and staff to ensure smooth coordination of artistic and production management functions.
14. Plan and attend production meetings as needed for theater events, including musical theater and festivals.
15. Collaborate with music faculty on creation of annual production schedule.
16. Secure licenses, royalties and other contracts for each production.
17. Supervise and submit purchase orders to Dean for approval.
18. Supervise and submit personnel action forms and time cards where needed for theater production and events, such as: performers, designers, sound and lighting technicians, stage managers and musicians.
19. Supervise and organize playbill materials for productions, submit to marketing coordinator.
20. Oversee press releases, publicity, brochure materials and photography and other collateral material in collaboration with marketing coordinator. Assist marketing coordinator with development of these materials.
21. Coordinate the preparation of scripts for cast and production staff.
22. Develop theater events for instruction, and recruiting such as: student showcases and recruitment tours.

23. Oversee Theater for Young Audiences program, including development of teacher letters and study guides.
24. Complete facility paperwork as required for theater events.
25. Oversee theater arts volunteer jobs (costumers, builders and run crew).
26. Scout performance venues; organize off-campus performances, such as plays in Veteran's Park.
27. Oversee materials and organization of Theater library.
28. Coordinate payment for production staff, including time cards.
29. Oversee/evaluate production staff job performance.
30. Supervise the creation and implementation of costume, set and equipment rental policies and procedures.
31. Collaborate with PAC faculty and staff n develop and implement policies and procedures for Performing Arts Center usage calendar in concert with Performing Arts Center Staff
32. Create new and maintain ongoing partnerships (Cafeteria Kida Theater, Shakespeare Napa Valley, Arts Council Napa Valley, Cameo Cinema, diRosa Center for Contemporary Art)
33. Cultivate support for programming through grant proposal writing and reporting and other donor solicitations
34. Work with District Auxiliary Services Department in management of Box Office, Concession and other House Management services
35. Collaborate with Music Artistic Director and Technical Director to ensure proper staffing of Theater Arts Events.
36. Monitor spaces to ensure they are equipped for rehearsals and performances
37. Answer and organize (when possible) community phone requests. (Recommendations for actors,