2014-15
unitPIE **2015-16**
2016-17
2017-18

Planning for Institutional Effectiveness

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NOTE: This PIE Form is optimized to be used in Acrobat or Adobe Reader 10 or later.

unitPIE

Planning for Institutional Effectiveness

MT. SAC!
Mt. San Antonio College

Introduction

UNIT	THEATER	Current Year	YEAR 1	YEAR 2	YEAR 3
Contact Person	RICHARD STRAND	2014-15	2015-16	2016-17	2017-18
E-mail / Extension	rstrand@mtsac.edu / x4949	✓ Summary	✓ Planning	✓ Planning	✓ Planning

Your Unit Program Review will be recorded on this form summarizing the current year and documenting planning for the next three-year cycle.
Please remember *that all outcomes assessment work should be recorded in TracDat (http://tracdat.mtsac.edu/tracdat) in order for your assessment work to best contribute to institutional reports. Outcomes assessment work may include courses, programs, direct and indirect services, organizational structure, structural elements, and institutional outcomes. Respond to only the outcomes categories or types that apply to your unit.*

Institutional Planning Framework

The college is unified through its demonstrated connection to the mission. Driven by the California Master Plan for Higher Education, revised by the President's Advisory Council, and approved by the Board of Trustees, it informs all planning and assessment.

Institutional Mission

The mission of Mt. San Antonio College is to support students in achieving their full educational potential in an environment of academic excellence.

Unit Mission

Enter your Unit mission statement here if applicable

College Themes and Goals

College themes and goals allow the campus to focus on critical issues. Articulated by the President's Advisory Council and approved by the Board of Trustees, they guide institutional planning and assessment processes.

Theme A: To Advance Academic Excellence and Student Achievement

College Goal #1   The college will prepare students for success through the development and support of exemplary programs and services.

College Goal #2   The college will improve career/vocational training opportunities to help students maintain professional currency and achieve individual goals.

College Goal #3   The college will utilize student learning outcome and placement assessment data to guide planning, curriculum design, pedagogy, and/or decision-making at the department/unit and institutional levels.

Theme B: To Support Student Access and Success

College Goal #4   The college will increase access for students by strengthening recruitment opportunities for full participation in college programs and services.

College Goal #5   Students entering credit programs of study will be ready for college level academic achievement.

College Goal #6   The college will ensure that curricular, articulation, and counseling efforts are aligned to maximize students' successful university transfer.

Theme C: To Secure Human, Technological, and Financial Resources to Enhance Learning and Student Achievement

College Goal #7   The college will secure funding that supports exemplary programs and services.

College Goal #8   The college will utilize technology to improve operational efficiency and effectiveness and maintain state-of-the-art technology in instructional and support programs.

College Goal #9

The college will provide opportunities for increased diversity and equity for all across campus.

College Goal #10   The college will encourage and support participation in professional development to strengthen programs and services.

College Goal #11   The college will provide facilities and infrastructure that support exemplary programs and the health and safety of the campus community.

College Goal #12   The college will utilize existing resources and improve operational processes to maximize efficiency of existing resources and to maintain necessary services and programs.

Theme D: To Foster an Atmosphere of Cooperation and Collaboration

College Goal #13   The college will improve the quality of its partnerships with business and industry, the community, and other educational institutions.

College Goal #14   The college will improve effectiveness and consistency of dialogue between and among departments, committees, teams, and employee groups across the campus.

SectionOne

Where We Are: A Summary and Analysis of the Current Year 2014-15

I. Summary Context - Unit Goals for: THEATER

Identify up to ten (10) over arching goals that guided your Unit's work for the 2014-15 year (from your 2013-14 PIE form) in the following table and connect those goals to the College Themes. *Add rows (+) as needed. Delete rows (X).*

Unit Goal Name	Unit Goal	College Theme
Curriculum	Provide the necessary curriculum and information for our students to transfer to 4-year schools.	A: Academic Excellence
Production	Proved production opportunities that will give our students first hand experience that is transferable to the professional world.	A: Academic Excellence
Facilities and Equipment	Maintain and update state of the art equipment and facilities.	C: Secure Resources
Staffing	Provide staffing to make sure our shops are a safe and productive environment for our students.	C: Secure Resources
Community	Create a sense of community for students who self-identify as theater students or theater majors	D: Cooperation/Collaboration
Collaboration	Create the working conditions that encourage collaboration and cooperation, particularly as that relates to production.	D: Cooperation/Collaboration

II. Notable Achievements for: THEATER

Enter your Unit's successes for the 2014-15 year in the table below. This provides opportunity for closing the loop on your Unit's activities completed this year. *Text boxes will expand as needed. Add rows (+), delete rows (X).*

Priority for Manager Summary	Unit Achievements for the 2014-15 Year	Connected Unit Goal/ College Theme
High	*We have acquired a new light board for use in the Studio and Clarke Theaters*	Unit: Facilities and Equipment
		C. Secure Resources

Priority for Manager Summary	Unit Achievements for the 2014-15 Year	Connected Unit Goal/ College Theme
High	We have acquired updated information about our former students who have transferred to four-year institutions	Unit: Curriculum
		A. Academic Excellence
Med	We have acquired, from Event Services, two matching video projectors for use in the Studio Theater	Unit: Facilities and Equipment
		C. Secure Resources
High	A "THEATER ARTS" sign has been placed over the entrance to building 2T, increasing our visibility on campus.	Unit: Community
		D. Cooperation/Collaboration
Med	We have created a set with a heavy reliance on styrofoam and vacuform pieces, increasing the building techniques we can expose our students to.	Unit: Production
		A. Academic Excellence
High	We have coordinated with Event Services to create a plan that will, over time, increase our inventory of LED lighting fixtures while phasing out incandescent fixtures.	Unit: Facilities and Equipment
		C. Secure Resources
High	Much of the PAC crew comes from the ranks of our students, indicating that we are able to train students to a point that they are professionally useful and pointing to one of the ways in which Theater and Event Services are able to cooperate and collaborate.	Unit: Community
		D. Cooperation/Collaboration
High	We accepted delivery on a new digital sound board and we have used that board on our productions this year.	Unit: Facilities and Equipment
		C. Secure Resources
Med	We produced a show with interconnected video projectors, increasing the complexity of the technical aspects our students are exposed to.	Unit: Production
		A. Academic Excellence
Priority	Professor Burgos wrote and directed "Persephone's Watch" at the Skirball Cultural Center last Fall. It has been re-commissioned for Winter 2015.	Unit: Community
		D. Cooperation/Collaboration
Priority	Professor Burgos wrote the original narratives for the Autry National Center's brand new exhibition - "Empire and Liberty : Civil War and the West." The exhibit will be shown until January of 2016.	Unit: Community
		D. Cooperation/Collaboration

Priority for Manager Summary	Unit Achievements for the 2014-15 Year	Connected Unit Goal/ College Theme
Priority	Professor Strand won and Edgerton Award for his play "Butler". He was also one of six finalists for the 2014 Steinberg Award.	Unit: Community
		A. Academic Excellence
Priority	Professor Strand's play "The Realization of Emily Linder" premiered at New Jersey Repertory Theater.	Unit: Community
		D. Cooperation/Collaboration

III. External/Internal Conditions, Trends, Impacts, Retention & Success, Critical Decisions and Outcomes Assessment

The following table is intended to track conditions that influence planning over a multi-year period beginning with the 2014-15 year. Please include data. The "Link to Data Sources and Support Options" button will open a Mt. SAC webpage that offers suggestions and links for possible data sources for your Unit. Text boxes will expand. *Add (+) rows, delete (X) rows as needed.*

		Link to Data Sources and Support Options	
Year	*Add item*	**External Conditions, Trends, or Impacts**	**Data Sources**
2014-15	*There is an industry-wide trend to replace incandescent lighting fixtures with LED's*		*Stage DIrections, Cue to Cue, New York Times*
2014-15	Audio equipment, both recording and mixing, has shifted almost entirely to digital		Stage Directions
2014-15	There is a national and state level shift ways from viewing academic excellence as the measure of success and toward using certificates and degrees for that purpose.		Inside Higher Education, June 24th, 2013
2014-15	*Enter/Discuss External Conditions, Trends, or Impacts that will inform your PIE Planning this year. Add(+)rows for each item.*		*Cite Data Sources*
Year	*Add item*	**Internal Conditions, Trends, or Impacts**	**Data Sources**
2014-15	*We continue to operate without a key staff position, and without the funding we provided for that position*		*Theater Budget*
2014-15	We lost an additional 20% of our budget during the last recession.		Theater Budget
2014-15	We have had to scale back the scope of the technical elements on our shows as a result of the reduced budget and less expert staffing and supervision.		Theater Minutes
2014-15	The classes we lost in the last recession have been restored.		Schedule of Classes
2014-15	Ralph Eastman will retire at the end of the Spring semester.		Theater Minutes
2014-15	We are in the process of hiring a one-year full-time replacement faculty position.		Theater Minutes
2014-15	Two students have received an AA-T degree since it was implemented.		Argos
2014-15	Fifty students who took both THTR 15 and either THTR 9 or THTR 10 have transferred to four-year institutions over the past 4 years.		National Student Clearinghouse
2014-15	The Studio Theater performances are selling beyond the capacity of the theater. Clarke Theater performances sell something close to 30% of the capacity.		Mt. SAC Box Office Sales Report
2014-15	We had an unexpectedly large turnout to our production of "Blithe Spirit". We do not have an explanation for this.		Mt. SAC Box Office Sales Report
2014-15	Our facility does not function well in many areas, including: Access to the lighting grid in the Studio Theater, visibility to the campus, amount of work and storage space, the absence of dedicated rehearsal space.		Theater Minutes
2014-15	We still lack the support to restore the Winter Intersession production.		Theater Budget

Year	Add item	Data Sources
2014-15	The instruction office has placed a high priority on increasing enrollment by filling sections.	Division Minutes, Theater Minutes
2014-15	Our transferring students are not interested in the AA-T degree. Neither student who received the AA-T transferred to a 4-year school, nor do they have plans to do so.	Argos, internal polls
Year	Retention and Success Data	Data Sources
2014-15	*Enter/Discuss Retention and Success Data that will inform your PIE Planning this year. Add(+)rows for each item.*	*Cite Data Sources*
2014-15	Fifty of our students have transferred to 4-year institutions.	National Student Clearinghouse
Year	Critical Decisions	Data Sources
2014-15	*Burgos will take over the advanced acting class, formerly taught by Eastman.*	*Theater Minutes*
2014-15	We will turn Children's Theater over to the new hire.	Theater Minutes
2014-15	We plan to replace incandescent fixtures with LED fixtures. This is a long-range plan that will take many years to complete. It is our plan to coordinate this effort with Bill Eastham's group. A first step toward this end was the purchase of a more suitable light board.	Theater Minutes
2014-15	We have put on hold all plans for increasing our productions -- including the Summer Intersession musical -- until our staff and budget has been restored to 2010 levels.	Theater Minutes
2014-15	We have had to consider the devastating possibility that we may be forced to reduce the total number of productions from 4 to 3. For the next academic year, we will produce four shows.	Theater Minutes
2014-15	We plan to continue researching in an effort to find ways to encourage and support both the AA-T degree and the students who wish to transfer without the benefit of that degree.	Theater Minutes, TracDAT
Year	Progress on Outcomes Assessment	Data Sources
2014-15	*I believe we may have been the first department to map our MO's, SLO's and PLO's to ILO's. We are currently working to refine that mapping to include the designations of Introduction, Practice and Mastery.*	*Division Minutes*
2014-15	We are looking to reassess all our SLO's so that they better fit the current definition of what SLO's are intended to be.	Theater Minutes
2014-15	We have made progress in finding ways to include our adjuncts into the outcomes discussion. Several have agreed to attend the Arts Division mapping session of June 5th.	Theater Minutes
2014-15	We have assessed 100% of our classes through Use of Results. We have kept pace with our four-year cycle plan submitted to the Arts Division. We have held off entering the data for 2014-15, on the advice of the Associate Dean, as we are waiting the new TracDAT. The data collected is in TracDAT as attached documents.	TracDAT

IV. Alignment and Progress on Unit and College Goals: Closing the Loop

This section serves as a "reporting" function. It shows how your Unit closes the loop and connects planning to budget allocation: How did the prioritized college resources connect to your Unit's outcomes? What progress has your Unit made with the resources provided? Include progress on plans that did not require new resources if applicable. You are also prioritizing your Unit's progress or outcome for inclusion in your manager's summary. The **Plan Status** drop-down offers a time-frame update on the progress of your plan.

Some information has been pre-loaded into this form by your manager. Add rows (+) as needed. Delete rows (X).

Priority for Manager Summary	Plan from Previous PIE (2013-14) and Resources Obtained *(if any)*		Resources Secured *(if any)*	Progress/Outcomes/Result/Impact (Resource requests should be based on outcomes assessment)	Connected Unit Goal/ College Theme
Med	*Set Supplies*		$ $766.99	This was utilized by both set and costume construction used to support our student performance to stock up on consumables that had been depleted by unexpectedly large shows -- which allowed greater student participation -- and the addition of a section of THTR 19.	Unit: Curriculum
			Lottery		
	Plan Status	Complete	Source 2		A. Academic Excellence
High	Projection capabilities for our main stage shows		$ 0.00	We acquired two projectors from Event Services. We will need to purchase lenses in the future, however, we are using the projectors on our current production of BIG LOVE, increasing the range of experiences available to our students.	Unit: Production
			Source 1		
	Plan Status	Select	Source 2		A. Academic Excellence
High	AA-T and transfer research		$	We have conducted internal polling and received information from research regarding the AA-T and our history of transferring students. We are using this information to assess how well we are doing in enabling our students to transfer, and what the relationship is between transfers and the AA-T	Unit: Curriculum
			Source 1		
	Plan Status	Select	Source 2		A. Academic Excellence
Med	Increase visibility of the department.		$	The "THEATER ARTS" sign was moved from an obscure location in front of an always locked door to the main entrance to 2T. We have a larger goal of increasing our visibility on campus which we believe will grow the department and increase the opportunities for our students.	Unit: Community
			Source 1		
	Plan Status	Select	Source 2		D. Cooperation/Collaboration
High	Replace incandescent fixtures with LED's.		$	We have coordinated with Event Services a plan that will, over time, increase our inventory of LED fixtures while phasing out incandescent fixtures. As a first step, we have acquired a light board that is better suited to addressing LED fixtures. The move to LED will allow our students to experience technology more in keeping with what is currently being used in professional venues.	Unit: Facilities and Equipment
			Source 1		
	Plan Status	Select	Source 2		C. Secure Resources
High	Help students to gain skills to work professionally.		$	Much of the PAC crew comes from the ranks of our students, which helps as a transition for our students who are serious about finding professional work in technical theater.	Unit: Production
			Source 1		
	Plan Status	Select	Source 2		A. Academic Excellence

Priority for Manager Summary	Plan from Previous PIE (2013-14) and Resources Obtained *(if any)*		Resources Secured *(if any)*	Progress/Outcomes/Result/Impact (Resource requests should be based on outcomes assessment)	Connected Unit Goal/ College Theme
Med	New sound board.		$ [ ] Source 1	We accepted delivery of a new digital sound board at the beginning of the academic year, increasing the opportunities for our students to experience state-of-the art equipment. It has been used on all four productions this year.	Unit: Facilities and Equipment
	Plan Status	Select	Source 2		C. Secure Resources
High	New light console.		$ [ ] Source 1	We accepted delivery of a new light console that will better enable us to program LED and other fixtures that require DMX signal, increasing the opportunities for our students to experience state-of-the-art equipment .	Unit: Facilities and Equipment
	Plan Status	Select	Source 2		C. Secure Resources

SectionTwo

Where We Are Going: Planning for the Next Three Years: 2015-16, 2016-17, 2017-18

I. Planning Context - Unit Goals Assessed and Revised for: THEATER

This table contains your goals as noted in Section One for 2014-15. Review your Unit's goals and revise, add new goals or remove goals that are no longer relevant as appropriate for planning for 2015-16, 2016-17, and 2017-18. *Add rows (+) as needed. Delete rows (X).*

Unit Goal Name	Unit Goal	College Theme
Curriculum	Provide the necessary curriculum and information for our students to transfer to 4-year schools.	A: Academic Excellence
Production	Proved production opportunities that will give our students first hand experience that is transferable to the professional world.	A: Academic Excellence
Facilities and Equipment	Maintain and update state of the art equipment and facilities.	C: Secure Resources
Staffing	Provide staffing to make sure our shops are a safe and productive environment for our students.	C: Secure Resources
Community	Create a sense of community for students who self-identify as theater students or theater majors	D: Cooperation/Collaboration
Collaboration	Create the working conditions that encourage collaboration and cooperation, particularly as that relates to production.	D: Cooperation/Collaboration

II. Annual Implementation Plan for: THEATER

This section serves as a "planning" function. This is where you ask for resources and record new action plans, activities, or interventions necessary to achieve success. Use the Expected Outcomes section to describe how the plan and resources requested is supported by your Unit's to outcomes assessment plan. This section will also be used to record revisions to plans as needed across the three years of planning.
Add rows (+) as needed. Delete rows (X).

Priority for Manager Summary	Plans, Activities, or Interventions	Resources Needed *(if any)*	Expected Outcomes / Criteria for Success (Resource requests should be based on outcomes assessment)	Connected Unit Goal/ College Theme

Priority for Manager Summary	Plans, Activities, or Interventions	Resources Needed (if any)	Expected Outcomes / Criteria for Success (Resource requests should be based on outcomes assessment)	Connected Unit Goal/ College Theme
High	*Restoring our budget. We will need $24,000 if the Lab Tech position is restored. We will need $44,000 if it is not.*	$ **$24,000.00** Instr. Equipment	*We have had to severely cut back on opportunities for both performers and technicians since out budget was cut back. We also had to cut back the number of shows we produce each year from 5 to 4. Restoring the budget will restore those opportunities.*	Unit: Production
Ongoing	Projected Completion — In process	Source 2	Person Responsible	A. Academic Excellence
High	Restore the Lab Technician position.	$ **$20,000.00** Staffing	*Discuss expected outcomes for this plan and assessment criteria for success. This refers to learning, service, organizational structure, structural elements, or institutional outcomes*	Unit: Staffing
Status	Projected Completion — In process	Source 2	Person Responsible	C. Secure Resources
High	Renovate of the Studio Theater.	$ Facilities Mod	I have been unable to get reasonable information about the status of this project. The need and justification has been extensively spelled out in previous PIE reports. It has not moved to the point of getting a believable estimate on the cost. Internally, the cost has been estimated as low as $20000 and has high as $2 million. The limited access to our lighting grid creates a safety issue and severely limits how many students my participate in light hangs and focusses. The same is true for the lack of a reasonable sized booth. As things stand, there is no room for even a minimal crew to run a show; we have had to resort to stationing our sound board operator in the audience because of how woefully undersized the tech booth is.	Unit: Facilities and Equipment
Status	Projected Completion — In process	Source 2		C. Secure Resources
			Person Responsible	
Med	Aquire Source 4 fixtures to replace our Altman units. It is our plan to replace 20 instruments each year for the next 5 years.	$ Instr. Equipment	This will allow our students to work with current state-of-the-art lighting fixtures instead of the outdated technology we currently use.	Unit: Facilities and Equipment
Status	Projected Completion — 2021	Source 2	Person Responsible	C. Secure Resources
Med	Acquire LED fixtures and moving lights.	$ Instr. Equipment	This will allow our students to work with and program these essential components of modern light design.	Unit: Facilities and Equipment
Status	Projected Completion — 2016-17	Source 2	Person Responsible	C. Secure Resources

Priority for Manager Summary	Plans, Activities, or Interventions	Resources Needed *(if any)*	Expected Outcomes / Criteria for Success (Resource requests should be based on outcomes assessment)	Connected Unit Goal/ College Theme
Med	Acquire improved lighting for the exterior of the Studio Theater.	$ [ ] Facilities Mod	Currently, the Studio Theater entrance is dangerously under lit in the evening when we perform our shows. Lighting to illuminate that area of the sort that is currently in use on the face of the Fedderson Recital Hall would alleviate the problem. This could be, and probably should be, incorporated into the overall renovation of the Studio Theater. However, we are unwilling to wait for an answer about the viability of that project and we feel we must move ahead on smaller fixes. It is likely that those smaller fixes will have to be replaced should the larger project be approved.	Unit: Facilities and Equipment
Status	Projected Completion 2015-16	Source 2		C. Secure Resources
			Person Responsible [ ]	
Med	Kiosk and signboards for the exterior of the Studio Theater	$ [ ] Facilities Mod	We would like to use the space in front of the Studio Theater to advertise our shows and our classes. We hope this will increase our attendance, increase the department's visibility on campus and help to identify the Studio Theater as a performance space.	Unit: Facilities and Equipment
Status	Projected Completion In process	Source 2		C. Secure Resources
			Person Responsible [ ]	
High	Improve the infrastructure in the Studio Theater to accommodate the new light console.	$ $5,000.00 Facilities Mod	We need nodes to pass on data signal to individual fixtures. It is possible, with the present infrastructure, to pass on a data signal but it requires very long runs of cable which increases the chances of corrupting the information and increases the setup time. As we increase the number of LED fixtures we own, the need for hard wired nodes will increase.	Unit: Facilities and Equipment
Status	Projected Completion 2015-16	Source 2		C. Secure Resources
			Person Responsible [ ]	
Low	AAXA P4 P4X Pico Projector	$ [ ] Instr. Equipment	We are looking to expand the capabilities of our touring shows. These projectors allow for a variety of lighting and effects possibilities that can easily be accessed by our students.	Select Unit Goal
Status	Projected Completion In process	Source 2	Person Responsible [ ]	Select College Theme
High	Add a low-budget show for the Winter intersession.	$ $20,000.00 Instr. Equipment	We want to return to doing 5 shows per year in order to increase the performance opportunities for our students. This will require that our budget be restored before we can even consider adding the performance into our schedule. However, there are additional complications with adding a show in the intersession. The biggest issue is that our design staff is only allotted four productions per year under the current faculty contract.	Unit: Curriculum
Status	Projected Completion In process	Staffing		A. Academic Excellence
			Person Responsible [ ]	

Priority for Manager Summary	Plans, Activities, or Interventions	Resources Needed (if any)	Expected Outcomes / Criteria for Success (Resource requests should be based on outcomes assessment)	Connected Unit Goal/ College Theme
Med	We would like to add a musical to the Summer intersession	$ $40,000.00 Instr. Equipment	Musicals are inherently expensive, requiring, in addition to the usual production staff, a choreographer and a music director. Production requirements are usually high. If we were to add a musical, we would want support in advertising the production to the residential community surrounding the campus. We also would need to be exempted from the 4-day a week schedule currently being used in the intersession. However, this would expand the range and type of shows available to our students, provide an opportunity for cross-department cooperation, and potentially increase the visibility and reputation of the college and the department. We're not ready to begin working on this project until our budget has been restored to 2010 levels and we have been allowed to hire a full-time replacement for Ralph Eastman.	Unit: Curriculum A. Academic Excellence
Status Projected Completion — In process		Staffing		
			Person Responsible	
Med	We need a method to improve our ability to update our website.	$ Source 1	Prior to OminUpdate, we could update our website with a single email. The changes would be made within an hour. We have never matched that kind of flexibility since OmniUpdate was installed. No one on our staff has the time to learn OmniUpdate in a way that would be useful to us. Of late, we have relied on the Associate Dean to make our updates. This hardly seems like a dean's responsibility, although that has worked. We are unsure what the procedure will be now that there will be a new Associate Dean.	Unit: Production A. Academic Excellence
Status Projected Completion — In process		Source 2		
			Person Responsible	
Med	We need additional storage space.	$ Source 1	We have filled our current st0rage areas beyond their capacity.	Unit: Facilities and Equipment C. Secure Resources
Status Projected Completion — In process		Source 2	Person Responsible	
Med	We need a dedicated rehearsal space	$ Source 1	I don't want this to drop off PIE as of yet, however, it is possible that the designation of 2T120 as a class/lab and cooperation with the Music Department will alleviate this problem. I would like to return to this issue a year from now.	Unit: Facilities and Equipment C. Secure Resources
Status Projected Completion — In process		Source 2	Person Responsible	

Priority for Manager Summary	Plans, Activities, or Interventions	Resources Needed (if any)	Expected Outcomes / Criteria for Success (Resource requests should be based on outcomes assessment)	Connected Unit Goal/ College Theme
High	We need office support to cover the tasks formerly handled by Deborah Catingub.	$ [ ] Staffing	Whether this is handled by hiring a part time person, or by using someone currently employed by Mt. SAC is not important to us. We need help with tracking our expenditures into relevant categories and by show. The accounts used by the college are meaningless to us and do not enable us to track our spending. Tracking our spending allows us to predict costs. We have lost that ability and that becomes increasingly problematic with each passing year. We also need help in creating the programs for each show and maintaining an email list of active theater students.	Unit: Production
Status	Projected Completion — In process	Source 2		A. Academic Excellence
			Person Responsible [ ]	
High	Computer for the Technical Director that will accommodate Dropbox.	$ [ ] Source 1	I need to be able to work both from home and from my office, creating designs and other paperwork. That means I need to be able to save files to Dropbox. Last month, Dropbox quit being supported by the computer I use at work. I have asked to have the OS upgraded. To date, IT has not replied to the request. I do not know if an upgrade is even possible. The loss of this capability is already making the design and build process more difficult and that will only get worse. If I cannot get my OS upgraded, I will need a new computer, and support from division to acquire that computer.	Unit: Production
Status	Projected Completion — 2015-16	Source 2		A. Academic Excellence
			Person Responsible [ ]	
Low	Lenses for projectors	$ $6,000.00 Source 1	We have acquired two projectors with very long throw lenses. To increase their usefulness, we need to purchase additional, short throw lenses.	Unit: Facilities and Equipment
Status	Projected Completion — In process	Source 2	Person Responsible [ ]	C. Secure Resources
High	Hire new full-time faculty member.	$ [ ] Source 1	We need a third faculty member to teach acting and to take over Children's Theater, replacing Ralph Eastman.	Unit: Staffing
Status	Projected Completion — In process	Source 2	Person Responsible [ ]	C. Secure Resources
Med	Wireless intercom	$ $15,000.00 Source 1	Necessary for effective backstage communication and untethered communication for stage crew that needs to be mobile.	Unit: Facilities and Equipment
Status	Projected Completion — In process	Source 2	Person Responsible [ ]	C. Secure Resources

Priority for Manager Summary	Plans, Activities, or Interventions		Resources Needed *(if any)*	Expected Outcomes / Criteria for Success (Resource requests should be based on outcomes assessment)	Connected Unit Goal/ College Theme
Med	Monitor suite for Studio Theater		$ [ ] Source 1	This is among the many things that are necessary because we have not been allowed to renovate the Studio Theater. In the absence of an appropriate sized booth, we need a 3 camera setup and video monitors so that stage managers and board operators can see the play.	Unit: Facilities and Equipment
Status	Projected Completion	In process	Source 2		C. Secure Resources
				Person Responsible [ ]	
Med	Air filtration for Scene Shop		$ [ ] Source 1	This is a health and safety issue. The filtration system we purchased years ago needs to be replaced.	Unit: Facilities and Equipment
Status	Projected Completion	In process	Source 2	Person Responsible [ ]	C. Secure Resources
High	Remote Focus Unit for new light console.		$ [ ] Source 1	To effectively run focuses, we need to be able to operate the lights from the booth and from the auditorium. There are two ways to go. We could purchase a tablet -- such as an iPad -- and then purchase an app that would allow us to control the board remotely for a total cost of $600 or $700. The other possibility is that we purchase a radio remote, which would cost around $2000.	Unit: Facilities and Equipment
Status	Projected Completion	In process	Source 2		C. Secure Resources
				Person Responsible [ ]	
Priority	*Describe the new plan, activity, or intervention your Unit will be pursuing*		$ [ ] Source 1	*Discuss expected outcomes for this plan and assessment criteria for success. This refers to learning, service, organizational structure, structural elements, or institutional outcomes*	Select Unit Goal
Status	Projected Completion	Select	Source 2	Person Responsible [ ]	Select College Theme

III. Resources Identified in Relation to Planning

This section will serve the budget prioritization function in the Manager's PIE. Your manager will inform you when actual quotes are due.

Recommendations for Improving the Planning Process

What additional information should the College provide to assist your Unit's planning?

I am persuaded that PIE should not be understood as a method for communicating the department's needs to administrators. If it is used in that way, it creates a distorted picture and, I have come to understand, critical needs can go unnoticed and unaddressed. Part of the limitation is that listing needs -- as if needs are discrete entities, separate from each other -- is not realistic or accurate. I hope I can clarify our overall situation in this portion of the form and I hope that will be helpful in understanding the real needs of the department.

We are struggling with an inadequate budget. If it is not restored to 2010 levels, all our other plans are irrelevant -- we will have to pare back what we do. This will take the form of doing shows that use fewer students and doing fewer of them.

The loss of the lab tech position has only exacerbated the problem of our insufficient budget which was slashed -- without pedagogical reasons or explanation -- by nearly 50%.

The plans we have for renovation of the Studio Theater are -- or at least they should be -- interconnected. It makes it extremely difficult for us that the large project -- that of installing a tension wire grid -- is in an impenetrable limbo. We need to improve the infrastructure in the lab in many ways, but those improvements might have to be removed and reinstalled should we ever get approval on the tension wire grid. Therefore, in order to be responsible with our spending, it would be very helpful to know if the tension wire grid might be installed next year, or five years from now, or never.

What suggestions do you have for improving the planning process for your Unit?

It is an improvement that this form treats PIE as a three-year process instead of a one-year process. But, in a way, that change still ignores the fact that planning is neither a three-year nor a one-year process. It is an ongoing process, constantly revised as situations change. The least predictable element of our planning process is knowing when funding and/or support for our needs might be approved. To ask us to suggest projected dates for completion isn't sensible -- we at the department level have less information and less control over completion dates than anyone in the process. It would be nice to have a form that addresses those two realities: that the process is eternally ongoing and that the time line is not remotely within our control.

"Unit Achievements" and "Closing the Loop" are almost necessarily redundant categories.

Enter your name as contributing to and approving of this Unit PIE Plan below. *Add rows (+) as needed.*

Contributer		Contributer	
Richard Strand	☑ Approve	*Add your name as contributing to this Unit PIE and check that you approve*	☐ Approve

Thank you for completing the Unit PIE form summarizing 2014-15, and initiating your Unit's planning for the 2015-16, 2016-17, and 2017-18 three-year cycle.

Please save this form and forward to your Unit's manager by 06/30/ 2015.
Questions regarding this form? Send an email to Don Sciore, Interim Associate Dean of Arts, member IEC, at dsciore@mtsac.edu