

ADDENDUM
Department of Theatre and Performance Studies
Comprehensive Program Review Follow-up Report - Fall 2007

Section 1. Quality Enhancement

As part of our on-going efforts to improve the quality of our program, the Department of Theatre and Performance Studies has made the following enhancements:

Faculty Enhancements

Since 2003 the Department has added three tenure-track lines (Performance Studies, Musical Theatre/Dance, and Acting); one lecturer line in Theatre and Performance Studies (Interim General Education Coordinator); two joint appointments, one housed in Music and one housed in University College. In addition to our full-time faculty, the Department hires numerous adjuncts for general education, acting, dance, and production courses, taking advantage of Atlanta's rich resource of academics and professional practitioners.

Curricular and Co-curricular Enhancements

Since 2003 we have focused our curricular revisions and enhancements to serve our mission of educating "scholar-artists," thereby supporting our dual focus of performance (creative activity) and scholarship. Our program now offers a balance between performance studies courses and more traditional theatre curricula at both the lower and upper divisions. Concurrently, we have instituted global learning opportunities both in our curricular and our co-curricular offerings (performances, workshops with international guest artists, study abroad, and "Year of" productions in our TPS Mainstage season).

As of fall 2007, the Department offers four concentrations (performance, acting, musical theatre, and design/technology), as well as a minor in dance. New required courses include: Performing Culture, Performing Literature, and a revised Senior Seminar. These additions to the curricular requirements, which reaffirm our commitment to a broader study of performance within a liberal arts context, closely adhere to the standards of our national accrediting body, the National Association of Schools of Theatre (NAST). A proposal for a B.A. in Dance is before the Board of Regents for final approval.

Assurance of Learning

A significant example of our curricular enhancement since 2003 is evident in our participation in KSU's university-wide Assurance of Learning (AOL) initiative in preparation for re-accreditation by Southeastern Association of Colleges and Schools (SACS). Through this initiative the Department has embarked upon a full-scale revision and systemization of methods for evaluating and improving student learning standards within our program. The initial phases of the project (2004-2006) focused on establishing learning outcomes for all TPS majors and piloting assessment methods in our senior capstone course. Our findings led us to significantly revise these outcomes and to research and develop more effective models for assessing student creative work. For a full update on the Department's current AOL initiatives, please see the annual report at the beginning of this document.

Global Learning

While diversity, cultural awareness, and global learning have been ongoing goals in the Department of Theatre and Performance Studies, the recent Quality Enhancement Plan (Global Learning for Engaged Citizenship) has helped us to broaden our efforts and find more innovative ways to achieve meaningful global-learning outcomes for our majors as well as the university community at large. In recent years, the Department has enhanced its global learning by means of multiple co-curricular and interdisciplinary activities that have enjoyed campus-wide participation. Six representative examples include:

1. *Monkey King* (fall 2005) – a theatrical production adapted from a Chinese folk novel. Production traveled with ten students and five faculty members to Shanghai.

2. *You Always Go Home* (fall 2006 & spring 2007) – a theatrical production centered on the stories of Kenyan students, staff, guest artists and members of the local Kenyan community.
3. Collaborations with Department of Visual Art, COTA Arts in Society faculty, and KSU International Office to present Art Exhibition: *Merging of East and West–The Installations of Chen Zhen* and related lecture series (2005-6).
4. Collaborations with guest artists, COTA faculty, and students to offer residencies for COTA 1107 courses (1000 students) and to present stories, music, and dancing to the campus for the “Year of” Day (October 2006: Kenya; October 2007: Atlantic World).
5. Four-day residency and concert presented by Shangilia Youth Choir of Kenya (November 2007), which featured interactive classroom activities, intercultural engagement opportunities, and a performance in the Bailey Performance Center for an audience of 630 people.
6. *Moby-Dick* (spring 2008) – an original adaptation produced in celebration of the Year of the Atlantic World.

Each of these global learning events is integrated into the curriculum for majors and non-majors; students participate both as audience members and performers.

Facilities Enhancements

Since 2003 the Department’s primary facilities enhancements have included: a scene shop at Chastain Pointe, a costume storage facility, and a dance studio in the KSU Recreation and Wellness Center. We have also replaced the lighting system in the Stillwell Theater. Construction for a new black box theater as part of the Music Department addition to the Wilson Building is slated to begin January 2008.

Section 2. Productivity Enhancement

In March 2002, Dr. John Gentile was appointed Chair after a national search and serving as Acting Chair since March 2001. The initiatives from our 2003 CPR follow-up report and beyond have resulted from that change in leadership. Our graduation numbers from FY 2002 to FY 2007 have increased 250 percent to twenty graduates in FY 2007. At the same time the number of active Theatre and Performance Studies majors has increased by sixty-eight percent (105 in FY2003 to 155 in FY2007). We attribute this growth to our recruitment and advising programs instituted in 2003, which have been managed by a new faculty assignment: Coordinator of Recruitment and Advising. As part of our recruitment plan, every semester, each member of the full-time faculty visits an area high school to attend a performance or to present a workshop. Additionally, the KSU Tellers, the KSU Dance Company, and selected TPS productions have toured to area schools and performance centers. Department members travel each year to the Georgia Thespians Conference, the Southeastern Theatre Conference, and the Georgia Theatre Conference to recruit students. In order to formalize the student advising process, each full-time faculty member is assigned a group of majors. All full-time faculty are required to attend Wise-Owl training sessions.

Student-Faculty Ratio

The student-faculty ratio within the program is in alignment with the University’s strategic goal of 25:1. The average class size in the Department of Theatre and Performance Studies, including all classes, is twenty-four.¹ Smaller classes for our upper-division courses enhance student retention and are in accordance with NAST guidelines.

Professional Connections and Student Success

KSU Theatre and Performance Studies students have completed internships with notable regional and national theatres in areas ranging from literary management to technical theatre, marketing, and stage

¹ Class enrollment information found on KSU’s Enterprise Information Management site: <http://vic.kennesaw.edu>.

management. KSU Theatre and Performance Studies majors have participated as actors in professional productions at several area theatres, and current TPS major Erik Teague won the Barbizon Award for costume design from the Kennedy Center American College Theatre Festival two consecutive years. TPS alumni have gone on to pursue graduate work in performance studies or theatre at such prestigious institutions as New York University, UNC at Chapel Hill, and the Denver Center Theatre/ National Theatre Conservatory; others have performed on Broadway and in professional venues across the country.

Scholarships

The Department offers two annual, merit-based scholarships of \$1000 each. Six other scholarships ranging from \$400 to \$900 rotate to the program every 3-6 years.

Section 3. Action Plans and Priorities from 2003 Follow-up Report that have been accomplished:

Quality Enhancements

- Faculty additions. (See section 1.)
- Curricular developments. (See section 1.)
- Space/ Equipment upgrades:
 - Lighting system in Stillwell Theater replaced.
 - Costume storage facility added to existing costume shop.
 - Scene shop added at Chastain Pointe (nearby industrial area)
 - Dance studio added in the Recreation and Wellness Center.
 - AV and projection system for the dance studio to be installed in 2008.
 - New black-box theater to break ground in spring 2008 as part of the Music addition to the Wilson Building (projected completion: January 2009).
- Full-time faculty serving as mentors to adjunct faculty in the areas of acting, dance, production, and general education conducting peer reviews in these areas and in recruitment/advising.
- Formalizing a TPS Strategic Plan in 2005 and revising in 2007.
- Establishing a season selection committee that works to balance the need to provide student opportunities with our responsibility to promote global perspectives, intercultural awareness, and professional standards.

Productivity Enhancements

Recruitment initiatives have resulted in record number of Theatre and Performance Studies majors and Dance minors. Graduation rates have exceeded BOR requirements and removed the program from the list of triggered programs at KSU. (See section 2.) Other enhancements include:

- Establishing a new Dance Advisory Board.
- Establishing a study abroad scholarship fund for the Gaiety School of Acting in Ireland and other future study abroad programs (QEP initiative).
- Increasing the spectrum of opportunities for our student internship program.
- Developing a new KSU Dance Company to support performance, outreach and education in dance (new initiative).
- Developing the KSU Tellers to support performance, outreach and education in storytelling and performance art (new initiative).
- Hosting an annual KSU Spring StoryFest starting spring 2008 (new initiative).

Section 4. Action Plans and Priorities that Have Changed or Need to Be Addressed and Time Line for Addressing Them

As of fall 2007 our action plans (in order or priority) are to:

1. Secure New Full-Time Faculty Lines for fall 2009 (See section 5.d. for justification.)
 - Lighting/Sound Design

- Dance
 - Lecturer in Musical Theatre and Dance
 - Performance Studies (with emphasis in adapting literary texts for the stage and performance art)
 - Acting/Voice/Movement
 - African-American and Global Black Theatre and Performance
 - Stage Management
2. Secure Full-Time Administrative Staff
 - Administrative Assistant
 - Production Manager
 - Costume Shop Supervisor
 3. Host Georgia Theatre Conference in fall 2010. (Previous date was moved forward to due to lack of resources and facilities.)

Other items from 2003 follow-up report that have changed or are no longer applicable:

- Kennesaw Stage Company disbanded due to budgetary limitations.
- Through enhanced student advising we have encouraged students to begin pursuit of the foreign language requirement their first year, thereby addressing the graduation issue raised in the 2003 Follow-up Report.
- Starting Spring 2008 the Winter Storytelling Festival will be replaced by the KSU Spring StoryFest, which will include stories connected to the KSU Annual Country Study program.

Section 5: Viability

The above evidence clearly demonstrates the viability of the program of Theatre and Performance Studies at KSU. We recommend that the program be sustained with enhancements.

5.a. The TPS program advances several goals and action steps of KSU's strategic plan.

Goal #1: To enhance and expand academic programs and delivery

Since 2003 our graduation rate has expanded by 250%, and the number of active majors by 68%. We are building interdisciplinary alliances with American Studies, Music, Visual Art, and First Year Programs for curricular and co-curricular activities. We have collaborated with American Studies in connection with *The Laramie Project* (spring 2007) and are planning a collaboration for *Moby-Dick* (spring 2008) as part of the Year of the Atlantic World celebration. Also in connection with the YAW, we have collaborated with Visual Art and Music to develop an Arts in Society Course on the arts in New Orleans (spring 2008). We are investigating on-line learning possibilities for TPS 1107: Arts in Society/Theatre and Performance and TPS 3703: Broadway to Hollywood.

Goal 2) To improve retention, progression, and graduation rates while maintaining high quality

All of our courses employ multiple learner-centered strategies that include writing, research, performance, and presentation, and peer review. Our recruiting and advising program has resulted in significant improvement in student retention, progression and graduation rates. According to the COTA Admissions and Enrollment Report², the progression rate for all active TPS majors in Fall 2006 was 39%, the highest in the College of the Arts.

Goal 3) To expand campus resources and enhance campus infrastructure

TPS faculty members have taken a proactive approach to fundraising and grant writing, securing over \$42,000 from outside sources in the past three years for special projects and guest artist

² Presented by Sam Robinson, COTA Assistant Dean of Admissions at the COTA meeting, fall 2007.

residencies.³ We look forward to the expansion of the Wilson Building in to open a larger and better-equipped Black-Box performance space (spring 2009).

Goal 4) *To enhance student life activities and prepare students to be leaders*

Through our general education and majors courses we significantly increase the overall percentage of KSU students involved in co-curricular cultural and artistic activities. We require students to attend cultural events on campus (and in the larger community) and encourage them to reflect on their experiences through post-performance discussions, essays, and hands-on creative assignments. We have broadened the spectrum of offerings in our TPS performance season to include performance poetry, storytelling, ethnographic performance and dance. Such groups as the KSU Tellers and the KSU Dance Company involve students in outreach and community service activities. Our curricular and co-curricular offerings connected with the “Year of” study program fuse aesthetic activity and global learning. All departmental performances and performance opportunities are open to majors and non-majors alike.

Goal 5) *To improve service, strengthen accountability, and establish stronger sense of community*

The arts provide a structure for us to reflect on our values and challenge our assumptions. Our program offers multiple opportunities for students to engage in intercultural and ethical dialogue through making and witnessing performance events. (See section 1 and AOL report, section 5.)

5.b. In order to strengthen our program’s ability to meet the QEP goals for global learning we require financial resources to:

- Sustain the half-time reassignment in the College of the Arts for an ongoing Global Learning Coordinator. (Currently that position is held by Karen Robinson, a TPS faculty member.)
- Designate the current Cultural Affairs budget line to COTA for intercultural performing arts events, such as guest-artist residencies for Arts in Society classes linked to the “Year of” program and master classes linked to performances and exhibitions. (See section 5.d.III.)
- Support international travel for faculty to foster partnerships, conduct research, tour productions, and develop collaborative projects.
- Increase principal in our TPS dedicated study-abroad scholarship fund.
- Hire adjunct specialists for globally focused courses and co-curricular activities.

5.c. (not applicable)

5.d. Resources needed to sustain the program with limited enhancements:

I. Full-Time Faculty Positions

Requested for 2009 in order of priority:

1. Assistant or Associate Professor: full-time, tenure-track. MFA in Lighting Design. Supports **KSU Strategic Goal 1, Action Step 3; Goal 4, Action Step 6**. This position is required for KSU and TPS to advance the quality and quantity of technology for teaching, research, and scholarship as well as support the TPS and Dance production season.
2. Assistant Professor: full-time, tenure-track faculty position. MFA in Dance. Supports **Goal 1, Action Step 8; Goal 4, Action Step 6**.

³ \$18,000 from NEA and other funders toward Chen Zhen exhibit (Ming Chen); \$10,000 from The Coca-Cola Foundation and \$2000 from the Shanghai Theatre Academy toward TPS tour of *Monkey King* to Shanghai (Ming Chen); \$4250 in donations plus \$3300 in in-kind donations to support the Shangilia Children’s Choir of Kenya Residency (Karen Robinson); \$2200 for international guest-artist residencies for COTA Arts in Society classes (Margaret Baldwin); \$2500 from the Playwright’s Center to fund a playwright-in-residence (Dean Adams).

3. Lecturer in Musical Theatre/Dance, full-time, non-tenure-track. BFA in Musical Theatre + professional experience. **Supports Goal 1, Action Steps 7 and 8**, since the position serves interdisciplinary program (Musical Theatre); **Goal 4, Action Step 6**. A full-time Lecturer position in Musical Theatre/Dance fulfills needs in both TPS and Dance.
4. Performance Studies: full-time, tenure track. PhD in Performance Studies
5. Acting/Voice/Movement: full-time, tenure-track. MFA in Acting.
6. African-American and Global Black Theatre and Performance. MFA or PhD in Theatre or Performance Studies
7. Stage Management: full-time, tenure-track. MFA in Stage Management.

II. Full-Time Staff Positions

Requested in order of priority for 2009

1. Administrative Assistant (**Supports KSU Strategic Goal 2, Action Step 6**.) Our student/staff ratio is the highest in COTA, at one administrative assistant for 155 majors. The situation will become critical when a dance major becomes active.
2. Production Manager (**Supports Goal 2, Action Steps 6 and 8**.) This staff position works directly with students in the construction/running of the production season.
3. Costume Shop Supervisor (**Supports Goal 2, Action Steps 6 and 8**.) This staff position works directly with students in the costume shop.

III. Budget Increases & New Lines

Requested in order of priority for 2009

1. Director of the Program in Dance, convert from 9-month faculty position to a twelve-month administrative faculty contract. (**Supports KSU Strategic Goal 1, Action Step 8**.)
1. \$10,000 toward new B.A. in Dance. (**Supports Goal 1, Action Step 8; Goal 4, Action Step 6**.)
2. A new university budget line for TPS productions for \$80,000 (no budget is currently allocated) and move Cultural Affairs monies appropriated by SABAC to a COTA committee to allocate for guest artists, guest companies, and guest faculty for community performances, workshops, and events. **Supports Goal 1, Action Step 2** and is critical for the university's commitment to the QEP. This also addresses **Goal 3, Action Step 3** and particularly addresses **Goal 4, Action Steps 1, 3, 6 and Goal 5, Action Step 5**. This realignment would put teeth into what the university claims it needs to do to enhance student life, campus culture, and the community at large.

IV. Additional Enhancements

- Equipment upgrades for Stillwell Theater (estimated \$66,000 in needs, detailed in the TPS and Dance Budget Request for 2009).
- Equipment (lighting and sound systems), and dressing room facilities for new Black Box Theatre (estimated \$500,000 in needs).
- Additional office space. Currently two full-time T&PS faculty members share one office and there is no office space for our adjunct faculty to share (12-14 instructors per semester).
- Additional classroom, rehearsal, and storage space.
- Scholarship fund enhancement. Currently we have only two annual scholarships for a program with 155 majors. According to Higher Education Arts Data Services the national average for similar-sized programs is \$43,702 for student scholarships.⁴
- Supplementing faculty development and travel budget.
- Securing a College of the Arts grant writer to support fundraising efforts.

⁴ 2006-07 Data Summary, Higher Education Data Services (HEADS). Theatre Chart 25-3: Expenses of the Theatre Unit (Public Institutions; 101+Majors). A project of the Council of Arts Accrediting Associations. Coordinated by Mark Marion.