

Year Three Review Action Plan - Theatre 2022

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Part 1 -- Updates and Reflection on Action Items from APR 2017

Recommendation	DEPARTMENT ACTION	COLLEGE ACTION	PROVOST'S OFFICE ACTION	Action Plan Update
Vision and Planning				
1. Continue developing Department Vision	X			Complete a clear, directional Department Vision Statement that will both outwardly identify the department, and inwardly guide faculty and staff in prioritizing, planning, and strategizing for the department's future. Completed 2018
2. Increase expression of traditionally underrepresented stories and people in the UMBC Theatre seasons	X			Commit to inclusive excellence as a value in the annual season selection process, and actively look for material that places the "stories, voices and bodies" of underrepresented groups on the UMBC Theatre stage. In progress: Of the eleven plays programmed for AY 2017 - AY 2021, 36% were authored by playwrights of color, 63% by white authors, and one play was devised by a diverse company of students. 63% of total were written by women.
3. Increase UMBC Theatre's national visibility	X	X		Seek approval from faculty to explore NAST Accreditation Completion: If feasible, complete NAST review process in place of 2023 APR (7 years)
Assessment				
1. Revise the Department learning outcomes assessment process	X			Working with the Faculty Development Center, create a straightforward system of periodic assessment that meets both college and university's current expectations and supports better overall alignment between individual course and curriculum learning objectives. In progress: The model adopted for the department's 2018 and 2019 GEP assessment was successfully implemented and positively reviewed by the Committee following its use. However, given the complete redesign of (almost) every course modality and the significant adjustment of course content curriculum-wide, the department shifted priorities to meeting the immediate instructional demands and considerably altered student learning needs. Focus on this Action Item was put on hold.
Faculty Creative Work				
1. Improve resources for faculty creative work	X	X		Analyze the needs of individual and collective faculty research support, and make recommendations for new grants, or improvements to the guidelines for existing grants (if any) to best align them to the particular needs of Theatre department faculty research. The Dean's Office, CIRC and Drescher have generously increased the kind and number of grants for both T/TT faculty and Lecturers. Since 2017, we have received nine grants or fellowships.

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Student Recruitment

<p>1. Increase number of majors entering all Theater degree programs, including transfers, new freshmen, and out-of-state students in a two-year recruitment push.</p>	X			<p>TRANSFERS - Continue fostering relationships with Maryland community college theatre programs. Complete transfer pathways with CCBC, HCC, and Carroll Community Colleges. Reach out to program heads at Anne Arundel and Montgomery Community Colleges.</p> <p>Completed: 2018-19 creation of Articulation Agreements between our department and those of half a dozen Maryland Community Colleges. Completed: 2018 creation of 2-year Accelerated BFA Program for Transfer Students.</p>
	X			<p>FRESHMEN - Continue developing strategies to bring high school theatre students to campus, and UMBC faculty (or their representative students or alumni) into their schools and/or communities. These may include on-campus workshops, workshops at the schools, visiting artist master classes and/or productions, and/or high school visit days. Regularize these events where possible.</p> <p>Completed: Introduction of an entry audition for all BFA applicants. Ongoing: Recommendations listed above</p>
	X	X	X	<p>OUT OF STATE STUDENTS - Explore options for ways to increase presence of Theatre faculty (or their representative students or alumni) at regional conferences and festivals specifically for recruitment purposes.</p> <p>Investigate existence of Theatre programs at Delaware universities to determine if students would be eligible for the Academic Common Market.</p> <p>On going: We have made annual commitments to attend high school theatre festivals in Virginia, New Jersey, and Pennsylvania. More funding will be needed if there is too much more out-of-state activity.</p>
	X	X	X	<p>ALUMNI AMBASSADORS -Utilize recent alumni to support the above actions, supplementing time contributions of Theatre faculty and the Visual and Performing Arts Admissions Counselor who cannot cover all events</p> <p>Explore and consider options for involving alumni in Department visibility and in support of the activities listed above.</p> <p>Completion: 2-5 years This has yet to be planned and implemented</p>
	X			<p>Action: Increase department's on-campus visibility by exploring a presence at Welcome Week and/or other University-wide events by Theatre student clubs or Linehan Artist Scholars (LAS) students, and through regular contact with the various UMBC student organizations who focus on performance.</p> <p>Completion: ongoing</p>

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2. Increase Theatre course enrollments for non-majors	X			Individual faculty will identify specific courses they regularly teach that align with specific fields within and behind the arts (such as Engineering students for Technical Production courses or Visual Arts majors for Design). The Chair will reach out to those area heads to discuss these options and share with their academic advisors. Discuss involving the advising community in this effort with Ken Baron.
				Completion: 2 years This effort requires a more centralized approach than leaving it to individual faculty members. At the moment, this is a low priority.

Resources: Operating Budget

1. Stabilize the Department budget by converting annual support funds from Dean's and Provost's offices to base budget:		X	X	Increase the department annual base budget by \$44K (\$29.2K currently funded annually 50-50 by Dean & Provost; \$14.6K currently funded annually by Dean's Office).
				Completion: The Dean will request that this need be funded through the University's strategic budget process, ideally within 1-2 years.
				Until such time as the need is funded through the strategic budget process, the Dean's Office and the Provost's Office will continue to share equally the annual funding for it.
				Completion: Until increase to base budget

Resources: Faculty

1. Replace the Professor of Theatre - Movement Specialist with a new tenure-track faculty	X	X		Conduct a faculty search in AY18, working with STRIDE Fellows on strategies to seek a diverse applicant pool and conduct an inclusive process.
				Completed 2018
2. Increase faculty diversity in Theatre	X	X	X	Recruit Postdoctoral Fellowship for Faculty Diversity. Prior to the 2018 call for applications, work with the CAHSS Dean and Vice Provost on recommendations to the program to make it more appropriate for applicants in the arts.
				Completion: 2 years; though we did not ultimately place our candidate, we had a very successful search; our next search will occur in Fall 2022.

Facilities

1. Determine responsibilities for facility equipment repair	X	X	X	Action: Formally determine the responsibility and relationships between PAHB divisions and departments (most importantly: Theatre, Dance, and Music), Facilities Management, PAHB Operations, and Do IT in addressing the repair and replacement of PAHB equipment, and the system for call and response to issues in all areas. Engage the above parties in a series of goal-directed meetings, resulting in a formal written document.
				Completed: 2018. PAHB Facilities Management created a Long Term Equipment plan that determines responsibility.

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<p>2. Determine funding for facility equipment repair</p>		<p align="center">X</p>	<p align="center">X</p>	<p>Create a plan for funding the substantial costs forecasted for replacement and upgrade of PAHB equipment for the short and long-term. University administration will use the extensive information provided by Theatre faculty in the 2017 APR self-study to hold a series of university-level meetings to resolve a plan to secure the necessary funding to upkeep the PAHB.</p>
				<p>Completed: 2018 The department provided and continues to provide all of this information to the Long Term Equipment Plan now in operation.</p>

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Part 2 -- Current/Ongoing Action Items for YTR

Recommendation	DEPARTMENT ACTION	COLLEGE ACTION	PROVOST'S OFFICE ACTION	Action Plan
Vision and Planning				
1. Increase expression of traditionally underrepresented stories and people in the UMBC Theatre seasons	X			Commit to inclusive excellence as a value in the annual season selection process, and actively look for material that places the "stories, voices and bodies" of underrepresented groups on the UMBC Theatre stage. Completion: Ongoing
2. Extend aspects of shared governance to student body	X			Add Student Representatives to Season Planning Committee Completion: 1 year
3. Increase UMBC Theatre's national visibility	X	X		Seek approval from faculty to explore NAST Accreditation. Completion: If feasible, complete NAST review process in place of 2023 APR (7 years)
Assessment				
1. Revise the Department learning outcomes assessment process	X			Working with the Faculty Development Center, create a straightforward system of periodic assessment that meets both college and university's current expectations and supports better overall alignment between individual course and curriculum learning objectives. In progress: Restart this Action Item
Faculty Development				
1. Increase opportunities for faculty development in the areas of Equity, Inclusion, Belonging	X	X		Offer incentives of time, micro accreditation, or other value for faculty to attend on-going trainings within the University and without. Completion: 1 year
Student Recruitment				
1. Increase number of majors entering all Theater degree programs, including transfers, new freshmen, and out-of-state students in a two-year recruitment push	X			In order to enact the ongoing and incomplete recommendations in Part 1, reconfigure duties of the Chair of Recruitment Committee. To offset the intensive labor for these efforts, offer one course release/year. Completion: 1 year
	X			Increase department's on-campus visibility by exploring a presence at Welcome Week and/or other University-wide events by Theatre student clubs or Linehan Artist Scholars (LAS) students, and through regular contact with the various UMBC student organizations who focus on performance. Completion: ongoing

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2. Increase Theatre course enrollments for non-majors	X			Individual faculty will identify specific courses they regularly teach that align with specific fields within and behind the arts (such as Engineering students for Technical Production courses or Visual Arts majors for Design). The Chair will reach out to those area heads to discuss these options and share with their academic advisors. Discuss involving the advising community in this effort with Ken Baron.
				Completion: 2 years This effort requires a more centralized approach than leaving it to individual faculty members. At the moment, this is a low priority.
	X			Seek affiliated faculty and affiliated courses throughout the university
				Completion: 3 years
Resources: Operating Budget				
1. Stabilize the Department budget by converting annual support funds from Dean's and Provost's offices to base budget		X	X	Increase the department annual base budget by \$44K (\$29.2K currently funded annually 50-50 by Dean & Provost; \$14.6K currently funded annually by Dean's Office).
				Completion: The Dean will request that this need be funded through the University's strategic budget process, ideally within 1-2 years.
		X	X	Until such time as the need is funded through the strategic budget process, the Dean's Office and the Provost's Office will continue to share equally the annual funding for it.
				Completion: Until increase to base budget
Resources: Faculty Hiring				
1. Hire new Tenure-Track Assistant Professor of Theatre	X	X		Conduct a faculty search in AY23, working with STRIDE Fellows on strategies to seek a diverse applicant pool and conduct an inclusive process.
				Completion: 2 years
2. Increase faculty diversity in Theatre	X	X	X	Recruit Postdoctoral Fellowship for Faculty Diversity. Prior to the 2018 call for applications, work with the CAHSS Dean and Vice Provost on recommendations to the program to make it more appropriate for applicants in the arts.
				Completion: 2 years
3. Retain and attract Adjunct Faculty and Guest Artists	X	X	X	Increase adjunct and guest compensation by 25%
				Completion: 1 year
Facilities				
1. Equipment and Facility Repair, Replacement, Maintenance	X	X	X	In cooperation with CAHSS Facilities Management, prioritize and advocate for next 3 years of requests, particularly refurbishment of PAHB 230 Sonic Lab, PAHB 103 A/V/Tech, AHB 201 A/V/Tech, PAHB Proscenium Theatre Soft Goods, and PAHB Black Box Sound Console.
				Completion: 3 years