



Administrative & Operational Services

2022 - 2023 Self-Study

Three-Year Program Review Template

Fine Arts Division Office

Fine Arts Division

Statement of Collaboration

The department/office staff listed below collaborated in an open and forthright dialogue to prepare this Self Study. Statements included herein accurately reflect the conclusions and opinions by consensus of the department/office staff involved in the self-study.

Participants in the self-study

Adam Critchlow, Theatre Production Coordinator

Ryan Patterson, Theatre Production Coordinator

Victor Amaya, Theatre Technician

Authorization

After the document is complete, it must be signed by the Principal Author, the Department Manager, and (when appropriate) the Dean or appropriate Immediate Management Supervisor (IMS) prior to submission to the Program Review Committee.

<u>Adam Critchlow</u>	<hr/>	<u>Theatre Operations Coordinator</u>	<u>2/06/2023</u>
Printed name of Principal Author	Signature	Title	Date
<u>Grant Linsell</u>	<hr/>	<u>Dean, Fine Arts</u>	<u>2/6/2023</u>
Printed name of Department Manager	Signature	Title	Date
<u>Grant Linsell</u>	<hr/>	<u>Dean, Fine Arts</u>	<u>2/6/2023</u>
Printed name of Dean or Immediate Management Supervisor (IMS)	Signature	Title	Date

1.0 Mission and Goals

Mission, Vision, Core Values and College Goals drive all college activities. The Program Review committee would like to understand the connection of your department/office to the Mission, Vision, Core Values and College Goals. Summarize how your department/office supports each area.

Mission: Fullerton College advances student learning and achievement by developing flexible pathways for students from our diverse communities who seek educational and career growth, certificates, associate degrees, and transfer. We foster a supportive and inclusive environment for students to be successful learners, responsible leaders, and engaged community members.

Theatre Operations supports the Fullerton College mission by maintaining an advanced, and ever evolving theatrical performance space. Which is used by students for performance, self-expression, and by the faculty in educational endeavors. The staff of Theatre Operations routinely assists faculty, students and staff in class, labs and other outside projects. Subsequently sharing the considerable knowledge, and experience of the Theatre Operations Staff with students throughout campus. Not only does this directly support the educational life of a student, but it helps foster a community of support which can enable students to take the next step in their professional, or educational growth.

Vision: Fullerton College will transform lives and inspire positive change in the world.

Theatre Operations provides technical support, technical assistance, and a performance venue for various groups who strive to better the world through art, music, theatre, and education. Not only from the various Departments throughout the Fullerton College Campus, but Theatre Operations also supports many community organizations which inspire, educate, and enrich the community to promote a positive change in the world.

Core Values:

Community – We promote a sense of community that enhances the well-being of our campus and surrounding areas.

Theatre Operations provides the technical support, and performance home to foster the artistic community on campus, and provide an avenue of community artistic expression which is healthy for the community.

Diversity – We embrace and value the diversity of our entire community.

Theatre Operations strive to represent the diverse population of students, and local community, through representation appropriate in our staffing process.

Equity – We commit to equity for all we serve.

Theatre Operations is committed to providing the same level of excellent service to all individuals.

Excellence – We honor and build upon our tradition of excellence.

Theatre Operations is dedicated to increasing our own abilities, and skills, to continue the tradition of excellence on campus.

Growth – We expect everyone to continue growing and learning.

Theatre Operations is dedicated to learning, growing, and fostering education amongst our staff, and in the educational community in which we serve.

Inclusivity – We support the involvement of all in the decision-making process.

Theatre Operations often advises the Fine Arts dean, faculty and other Directors on campus on programming, planning and implementation of various projects.

Innovation – We support innovation in teaching and learning.

Theatre Operation is eager to innovate and find new, safer, more efficient methodologies to achieve the college, Division, and department goals – for both the long and short term.

Integrity – We act in accordance with personal integrity and high ethical standards.

Theatre Operations welcomes scrutiny in all our processes, and values the trust placed in the department in all areas of fiscal, personal, professional, education and public life.

Partnership – We work together with our educational and community partners.

Theatre Operations partners with Theatre Arts, Music and other Fullerton College Campus Departments on various projects, as well as partnering with a number of community organizations.

Respect – We support an environment of mutual respect and trust that embraces the individuality of all.

Theatre Operations supports all in their individuality and unique perspective.

Responsibility – We accept our responsibility for the betterment of the world around us.

Theatre Operations is dedicated to acknowledging mistakes and implementing corrective strategies to avoid mistakes in the future. As well as taking responsibility to be a leader in creating a healthy community of learning.

College Goals:

GOAL 1: PROMOTE SUCCESS FOR EVERY STUDENT

Theatre Operations directly supports student showcases, concerts, productions and events. This is integral to the success of our students.

GOAL 2: CULTIVATE A CULTURE OF EQUITY

Theatre Operations reaches out to new and emerging hiring communities in an effort to increase the diversity and skills within our part-time staff.

GOAL 3: STRENGTHEN CONNECTIONS WITH OUR COMMUNITY

Theatre Operations works directly with many community groups, and as such is a valuable component to the public relationship between Fullerton College and the Fullerton/Orange County community.

GOAL 4: COMMIT TO ACCOUNTABILITY AND CONTINUOUS QUALITY IMPROVEMENT

Theatre Operations is subject to internal and external audits and has always been given glowing remarks as such. We are committed to providing solutions to new challenges and meeting those challenges and our duties with consistent integrity.

2.0 Department/Office /Data & Trends Analysis

2.0.1 Describe the purpose, components, and staffing of this department/office.

2.0.1.1 The purpose of Fullerton College Campus Theatre Operations is to provide robust, efficient, client centric technical support for the public and private events held in each of the performance venues of Fullerton College. Theatre Operations is a core team of Classified Staff who oversee, coordinate, and assist in almost all events taking place in the Fullerton College Campus Theatre, Wilshire Auditorium, and to a lesser extent the Recital Hall and occasionally other venues around campus (such as the 200 building, and quad). Theatre Operations also oversees many part-time staff as needed for special events, and outside rental clients.

Campus Theatre Operations iterates the preliminary events calendar for bookings in the Campus Theatre, Wilshire Auditorium and Recital Hall. As well as numerous other Fine Arts facilities to expedite and coordinate classes, labs, and other events throughout the Music and Theatre Arts buildings.

In addition to the oversight of the three performances spaces, Theatre Operations also oversees the operation of the Box Office for all Fullerton College Music and Theatre events, as well as all community events hosted in the Campus Theatre. Open throughout the semester, the Box Office operates as classic walk-up window service, open weekdays and for “day of event” support throughout each semester. The daily staffing of the Box Office falls under the duties of Ryan Patterson (Theater Operations Coordinator). We facilitate ticket selling for each music, theatre, dance, and the foreign language departments.

The fulltime classified staff also has the responsibility of maintaining all theatrical lighting, audio, video, rigging and automation equipment as utilized by the on-campus and rental clients within the Campus Theatre and Wilshire Auditorium, and to a lesser extent the 1300 building as a whole, and Recital Hall. While Theatre Operations maintains this equipment, we also work closely with Theatre Arts, ACT, Facilities and Maintenance and Operations for the network integration, safety systems and facility maintenance and repair.

2.0.1.2 Current Full-Time Classified Staff:

Adam Critchlow – Production Coordinator: Adam oversees the technical needs, such as equipment purchases, installation, and repair for the Campus Theatre, Wilshire Auditorium and Recital Hall. He hires, schedules, and leads the crews for events. He also assists the Theatre Department in grant writing for Perkins and Strong Workforce grants

and assists at time with labs and classes. He is also the primary contact for facilities issues with M&O and other on-campus support departments. Adam has been at Fullerton College since 2015

Ryan Patterson – Production Coordinator: Ryan started at Fullerton College in 1995 as the Box Office Manager. In his current role as Production Coordinator, his primary duties include managing the business side of both the Box Office and Theatre Operations. As secondary duties, he tends to the management and development of each Art, Music and Theatre Departments websites. Ryan also organizes the divisions printing needs in collaboration with the district’s print shop.

Victor Amaya – Theatre Technician: Victor’s primary responsibilities include setting up lighting and audio needed for events. He also spends his time troubleshooting, maintaining, and repairing theatrical equipment. Victor also works directly with Theatre Arts classes to assist instructors as they prepare for productions. He often acts as he “Master Electrician” and “Staff lighting designer” for Music Department events, and the occasional rental event. Victor, a former Theatre Arts student, has been with college since 2019.

2.0.1.3 Short-Term Hourly Employees:

There are normally about two dozen, “on call” employees on payroll available to support both campus and rental events. With workforce shortages related to covid, we currently only have about a dozen on payroll. We first attempt to hire students who have matriculated through the Theatre Department’s technical courses and then look to the local technical “gig” community

- 2.1 Staffing Analysis– complete the table below. Please list the total number of personnel in each type of position in the department/office. Within each classification in the first column, please list the position titles. For confidentiality, **do not** include the names of any people in the position.

CURRENT STAFF				
Please list each position by classification in the department/program	Percent of employment	Months per year of employment	Source of funding (General / Categorical)	FTE
Managers				
(Dean of Fine Arts)	(100%)	(12)	General	na
Classified				
Theatre Production Coordinator	100 %	12	General	1
Theatre Production Coordinator	100%	12	General	1
Theatre Technician	100%	12	General	1
Hourly – Adult (\$17.00-\$25/hour)				
12 employees: 1200 hours	Temp	38 ½ wks	Rental income	3.84

CURRENT STAFF				
Please list each position by classification in the department/program	Percent of employment	Months per year of employment	Source of funding (General / Categorical)	FTE
Hourly – Student	Temp	20 hrs/wk	Rental income	
Professional Experts				
0 employees:	Temp	38 ½ wks	Rental Income	.20
Total FTE				7.04

2.2 Other Resources

OTHER RESOURCES				
Please list each position by classification in the department/program	Services Provided	Number of Hours	Overall Cost	Source of funding (General / Categorical)
Independent Contractors				
	Repair Technicians, for off-site repair and on-site repairs		\$1000-\$5000	Rental income
Volunteers				
	Ushers provided by rental clients	1500	0	
Interns	None			
Total Hours & Costs				
Total FTE				

2.3 Utilize the data provided in the tables above in a discussion of the appropriateness of the staffing levels of this department/office.

2.3.1 *Staffing is always a challenge for events and productions. Due to the limitations of the district places on weekly hours part time staff are allowed to work (limited to 26 hours), current TEA hourly rates allowable for part time staff (max of \$25 per hour), and restriction of part time staff to receive overtime pay. Recruiting, and retaining staff is difficult since other production houses in the area (such as Disney, Knotts, and other Theaters) can offer more hours, at a higher rate, with the possibility of overtime. We simply cannot compete for hourly staff recruitment or*

retention. This often puts undue pressure on the Classified Staff to do multiple jobs during one event, which could easily be done by an hourly employee.

2.3.2 Within the Theatre Operations Department we categorize our events in two basic groups; On-campus events, and Community Rental events.

On-campus events includes all Fine Arts Division productions and events, as well as events organized and produced by other Fullerton College division or department – such as (but not limited to) the English Department Film Festival, the President's Office Convocation, and any event sponsored by Fullerton College or NOCCCD to be held in the areas Theatre Operations supports, or additional area as requested by the administration on Fullerton College Campus. These on-campus events are not charged for the use, labor, equipment, or other items for these events.

Community Rental programming are the events, in contrast to the On-Campus events as discussed above, produced by a number of clients from the region, such as theatre companies, dance companies, regional youth music festival organizations, and various other groups. These events are hosted, and supported technically by Theatre Operations throughout the calendar year. The rental programming clients are charged an hourly facility fee, real labor costs, and equipment fees for the use of the facilities.

2.3.2.1 *Staffing Costs: Theatre Operations department pays all of the staffing costs (hourly, and overtime accrued by the fulltime classified staff) through the fundraising efforts of the community rental programming.*

The average annual total cost of staffing on-campus event (part-time hourly staff and accrued over-time by the full-time classified staff) is calculated at around \$22,000. Classified Staff overtime for on-campus events is \$8400; we reached that number by reviewing the historic needs of the on-campus events based on FY2019. The calculated average cost for part-time hourly staffing is around \$14,000, this is an average, calculated through an average of two part-time staff members per event day, with a minimum four-hour work call. As mentioned above, these expenses are paid for through the rental programming.

Rental groups are charged an hourly rate for the use of the facility, an equipment fee, and the real costs for the staff provided (all fees and rates comply with NOCCCD policy, and state law). Rental programming staffing expenses (calculated as classified overtime in addition to part-time rates) is \$138,568.*

The total overtime and Part-Time hourly (for all events either on-campus or rental clients) expenses for the department is \$161,356. These expenses have always been afforded through the rental programming which generates income.*

With the loss of the rental income in 2020, and through 2021 (and continued changes related to the Pandemic which ripple through our programming even now) we have been able to continue supporting the On-Campus events through a financial allocation by Fullerton College of \$15,000 specifically for Part-Time staffing and classified staff overtime.

2.3.2.2 *Upcoming challenges; The district gives \$8291 for equipment upkeep and some staffing costs. If the trends continue, without additional support from the district or college we will not be able to create the financial cushion we would like to have in order to address an ageing building, ageing equipment, unforeseen “move in” costs for the new PAC, new programming related to recruitment, additional programming related to on-going educational programming.*

Revenue breakdown:

<i>Income and District/College Support</i>	FY 2019	FY 2020	FY 2021
Rental income (This is the previous year income)	\$ 170,674.15	\$ 140,978.61	\$ 5,362.71
District Disbursement	\$ 8,291.00	\$ 8,291.00	\$ 8,291.00
VP Admin Affairs Covid Disbursement (one time allocation)	\$ -	\$ -	\$ 15,000.00
<i>Total Support and Income</i>	\$ 178,965.15	\$ 149,269.61	\$ 28,653.71
<i>Expenditures and Liabilities (Charged to 14000, self-supported Programs)</i>			
Classified Monthly Salaries	\$ 5,255.74	\$ 262.77	\$ -
Classified Vacation Payout			\$ 2,829.28
Noninstructional Salaries, Other	\$ -	\$ -	\$ -
Hourly - Technical/Paraprofessional	\$ 73,999.13	\$ 43,063.33	\$ -
Hourly - Professional	\$ -	\$ 1,760.00	\$ -
Classified Monthly Overtime	\$ 65,628.89	\$ 57,401.28	\$ 4,910.91
Employee Benefits	\$ -	\$ -	
Public Empls Retire Sys (PERS) Fund	\$ 3,318.54	\$ 2,712.05	
Old Age, Survi, Disab, & Health Ins	\$ 11,073.42	\$ 7,783.67	\$ 375.68
H & W Current Employees	\$ 574.03	\$ 24.34	\$ 2.46
State Unemployment Insurance	\$ 72.89	\$ 51.28	\$ 24.55
Workers' Compensation	\$ 724.47	\$ 512.51	\$ 49.11
Retiree Benefits	\$ 708.89	\$ 576.66	\$ -
Other Benefits	\$ -	\$ -	\$ -
Supplies & Materials	\$ -	\$ -	\$ 24.55
Software	\$ -	\$ 564.65	
Noninstructional Supplies, Material	\$ 1,389.07	\$ 2,253.89	
Equipment over \$1000	\$ 6,387.83	\$ 321.74	
Media Equip between \$500 and \$1000	\$ 767.16	\$ 5,148.70	\$ 774.09
<i>Total Expenditures and Liabilities</i>	\$ 169,900.06	\$ 122,436.87	\$ 8,990.63
Revenue or Overage	\$ 9,065.09	\$ 26,832.74	\$ 19,663.08

**reference year is 2019, in order to establish a baseline for these numbers, since FY 20 and FY21 were markedly different due to outside pressures on the community and college related to Covid-19.*

2.5 How does this department/office serve the population of the college?

2.5.1 *The Theatre Operations Department serves the population of the college through direct technical support of college events, performances, concerts and presentations. We work with almost every area of Fullerton College, including (but not limited to): The Office of the President of Fullerton College, The Counselling Center, Music Department, Theatre Department, Art Department, Associated Student Council, Dance Department, and others. The Theatre Operations Department also supports, in various capacities, the technical education in the classroom setting. Supporting, as requested and arranged, the faculty of the Theatre Arts Department with audio, lighting, video, scenic, costuming and automation classes and labs.*

2.6 Since the previous Program Review Self-Study what significant changes have occurred that impact the services of this department/office?

2.6.1 *In the past seven years, since the last Program Review Self Study, we have seen significant change in the part-time staffing and classified staff of the department. In 2015 Theatre Operations had one Coordinator and Two Technicians, along with the Box Office Assistant. Currently Theatre Operations has two Production Coordinators and one Theatre Technician. While this looks like a loss of one staff member, it is actually a functional loss of more than that. Since the Box Office Staff became a Theatre Production Coordinator, yet retained all the Box Office duties, and continues with his publicity duties for the Fine Arts Division— it would be prudent to restore the FT (75%- 10 month) Fine Arts Information/Marketing Representative position that has been vacant since 2015. Similarly, the hourly staffing has changed significantly, not only in response to the issues as laid out in section 2.4, but also due to significant events related to the shuttering of the theatre through 2020 and into 2021. We have been rebuilding our hourly/part-time pool of employees, but we currently lack the ability to attract and retain part time employees of a caliber to best support the robust programming of the department, and college.*

These changes have resulted in a desire to increase the Full-Time Classified staff either as a specific Theatre Operations position, or in conjunction with the Division or Theatre Arts Department. Listed below are two positions we would like to see created, in order of our priority;

1. *Full-Time (75%- 10 month) Fine Arts Information/Marketing Representative. This position would coordinate with the Fine Arts division department chairs, dean, and related staff in order to draft, edit, produce and disseminate advertising, recruitment and other media in order to promote the Fine Arts Division.*
2. *Reinstate a second Full-Time (100% - 12month) Theatre Technician. This position should have specific skills in video, projections, live-streaming and related technologies, as well as being a technical theatre generalist.*

2.7 Describe any laws, regulations, trends, policies and procedures or other influences that have an impact on the effectiveness of your department/office.

2.7.1 *OSHA and Cal-Osha guide our industry in all safety, and workplace best practices to ensure that the operations, productions, events, and other activities all are planned and implemented with safety as paramount to any process. We often coordinate training and safety research with the Theatre Arts Department, so we can implement new protocols and safety measures in a unified method throughout the Theater Complex, and between disparate staff and faculty. Not only to ensure the safe operation of all materials, technologies, tools, and*

areas – but to provide a consistent example for the students who may be observing or working alongside Theatre Operations.

We are guided by the NOCCCD district policies regarding safety, management structure and procedures, financial processing, staffing limitations, and guidelines.

Theatre Operations is guided by the Civic Center Act (EC Section 38130 et seq) which mandates that all campus facilities be usable by outside entities.

As well as industry standards and practices authorities, such as; National Electrical Code. (NEC) National Institute of Occupational Safety and Health (NIOSH), American National Standards Institute (ANSI).

State and Federal Laws

Local Authority Having Jurisdiction. (AHJ)

Theatre Operations occasionally works with local Fire Marshal to review and resolve potential fire hazards within the facility and those specific to a production on stage,

2.8 *Provide any other data that is relevant to your self-study, for example, if you collected data to assess an outcome.*

2.8.1 *We continually review processes with our dean and other faculty to ensure that we are meeting the needs of the department, Fine Arts Division, and Fullerton College.*

3.0 Strengths, Weaknesses, Opportunities, Challenges (SWOC)

3.1 **Based on your analysis in 2.1 through 2.8, what are the strengths of your department/office?**

3.1.1 *In the past few years, we have worked hard to mend fences across campus. Theatre Operations now has healthy, supportive, and productive relationships across campus, working closely with the President's Office, the Public Information Officer, Maintenance and Operations, Campus Security, Theatre Department and Music Departments as well as other departments. The staff of Theatre Operations is client-centric, and customer-service focused. While we are strong in our technical skills and provide robust technical support for events – we are also highly respected collaborators and sought after assistance for production and event help.*

3.2. **Based on your analysis in 2.1 through 2.8, what are the weaknesses of your department/office?**

3.2.1 *Currently our biggest weakness is staffing availability and limitations. With current limitations of the part-time weekly allowable hours, limitations in hourly pay and overtime, as well as changes in the workplace ethos as a result of the pandemic. We find that the Classified Staff is under*

more pressure than ever before, expansions of technology - in particular Live Streaming of events adds technical workflow and skill demands on the existing full-time staff. While the full-time staff enjoys learning and has been successful in implementation of these new technologies and performance demands, the workload has increased commensurate with these new technologies. This is a weakness of opportunity, and a skill gap which has only slightly been addressed through self-education and on the job training as a necessity to implementation of these performance technologies. It should be noted that this is not a skill gap due to an expanded technology, rather it is a skill gap due to a whole new technological system which has become standard in the industry, and in education (that of live-streaming events).

3.3 Based on your analysis in 2.1 through 2.8, what opportunities exist for your department/office?

3.3.1 While the incorporation of new technology as mentioned above is a weakness we also see it as an opportunity – not only for the existing staff to learn and better support these systems as they become part of the educational processes of classes and labs, but as an opportunity to expand our staffing and create a new classified staffing role which meet these needs – in order to better serve the Students, Faculty and other Staff of Fullerton College.

3.4 Based on your analysis in 2.1 through 2.8, what challenges exist for your department/office?

3.4.1 Theatre Operations faces four large challenges in the next few years. Those being:

- 1. Increased work-load for existing staff members; as the college resumes a full season of performances, events, outreach and productions each with ever increasing technical needs, and support services (such as media management, website management, publicity for events and Division, new technical system integration, and expansion of existing systems with more cross system integration) Paired with the anticipated increase in recruitment activities we see the challenges increasing to provide appropriate staff in order to fulfill all events, and responsibilities of the department.*
- 2. Decrease and loss of funding from State Grant sources. We have enjoyed a long run of being able to coordinate with the Theatre Arts department in obtaining, and implementing, funding to continue the upkeep and procurement of our theatrical lighting, audio, video and rigging systems. While this funding has been robust in the past few years, we anticipate this source of funds to diminish and eventually cease in the next few years. In the event those funds are eliminated, we will revert to our rental funding sources to maintain the equipment, upgrade equipment, implement new systems, pay for hourly staffing and Overtime for Full time classified staffing. With this added financial burden of these equipment purchase, repair, maintenance, and installation costs on our rental income accounts, we anticipate a greater challenge of maintaining appropriate coffers and “safety net” savings as we would like to have.*
- 3. Theatre Operations is challenged by the new Performance Arts Complex which is slated to break ground in 2025. Not only will this create a loss of revenue by forcing the rental program to pause for a few months months, but we anticipate there will be some costs associated with this move that will be outside of the project funding allocation.*
- 4. Increased recruitment activities to support the needs of both the Fine Arts Division and all departments across campus, will add events and activities which Theatre Operations will be asked to support which will only increase the pressure on the Classified Staff to assist with these events, but also provide ancillary support (such as ticketing, web site management,*

publicity, planning and coordination). The demands of these new programs, in recruitment efforts, will result in greater Classified overtime costs, more part time hourly labor, and more wear and tear on theatre equipment. This will increase the financial burden on the revenue streams.

4.0 Outcomes Assessment

Note: Sections 4.8 and 4.9 are new. Please review before filling out your outcomes tables below.

4.1 List your outcomes and complete the expandable table below.

	What are your program outcomes?	When was the Assessment completed?	When did you analyze the data?	When were the changes made?	Number of Cycles Completed
1.	Provide professional standards of support for live performance clients (as defined by all events Theatre Operations supports) and a safe and clean environment for all patrons.	On going	On going	Ongoing, 2017 with new leadership within Theatre Operations	
2.	Provide accurate and efficient box office operations for the customer and accurate accounting for the client.	On going	On going	Changes routinely made with consultation from District and Fullerton College Administration	
3.	Reduction of class moves for both campus and community events.			On-going, with change of leadership within Campus Theatre operations	

4.2 Assessment: Complete the expandable table below.

	Intended Outcomes	How will you determine if the outcome is met?	How will you collect the data?	Can this data be disaggregated at the student level?	What will the results show?
1.	Provide professional standards of support for live performance clients (as defined by all events Theatre Operations supports) and a safe and clean environment for all patrons.	Request for responses from clients, both on and off campus. Through email, survey and in person contact.	Theatre Operations Coordinator(s) will collect data	N/A	Excellence in all areas.
2.	Provide accurate and efficient box office operations for the customer and accurate accounting for the client.	Active online survey as returned by clients	Theatre Operations Coordinator(s)	N/A	High level of competency, accuracy, and customer

					service.
3.	Continue to refocus priority booking and scheduling of theatre facilities to support classes, labs and on-campus events.	Fewer class moves due to event programming	Review EMS class-move data	No	That the theatre facility, in contrast to previous years, is more accessible to the educational needs of the faculty and students.

4.3 How has assessment of outcomes led to improvements in services provided to students by this program?

4.3.1 *The past few years we have seen significant changes in the ethos, strategy, communication, and priorities in Campus Theatre Operations. Due to the significant changes brought about due to the Pandemic, but also due to a refocusing of energies within the department. This makes many of the previous assessments invalid when compared to the current climate and culture of the department.*

We strive to have an open, and transparent relationship with event organizers, both from on-campus events and community clients. While formal assessments are valued to us, and we look to them to qualify our perceptions – Theatre Operations relies more now on the communication, critique and suggestions from the faculty, staff, and clients we work closely with. We consistently get unsolicited thanks, and appreciation from all those we encounter in relation to Theatre Operations.

This outcome, brought about by the mentioned shift in ethos and staff members in the department, has helped establish the theatre facilities as a safe and welcoming home for many performers, students, faculty, and community members.

4.4 How has assessment of outcomes led to improvements in student learning and achievement?

What challenges remain to make your department/office outcomes more effective?

4.5.1 *As mentioned, one of the major limitations to increasing the effectiveness of our program is the limitations of the staff. Currently Theatre Operations has two Production Coordinators and one Theatre Technician. While this looks like a loss of one staff member, it is actually a functional loss of more than that. Since the Box Office Staff became a Theatre Production Coordinator, yet retained all the Box Office duties, and continues with his publicity duties for the Fine Arts Division – it would be prudent to restore the FT (75%- 10 month) Fine Arts Information/Marketing Representative position that has been vacant since 2015. Similarly, the hourly staffing has changed significantly, not only in response to the issues as laid out in section 2.4, but also due to significant events related to the shuttering of the theatre through 2020 and into 2021. We have been rebuilding our hourly/part-time pool of employees, but we currently lack the ability to attract and retain part time employees of a caliber to best support the robust programming of the department, and college*

These changes have resulted in a desire to increase the Full-Time Classified staff either as a specific Theatre Operations position, or in conjunction with the Division or Theatre Arts Department. Listed below are two positions, in order of our assessment priority;

- 1. FT (75%- 10 month) Fine Arts Information/Marketing Representative. This position would coordinate with the Fine Arts division department chairs, dean, and related staff in order to draft, edit, produce and disseminate advertising, recruitment and other media in order to promote the Fine Arts Division.*
- 2. Reinstate a second (FT 100%, 12 month) Theatre Technician. This position should have specific skills in video, projections, live-streaming and related technologies, as well as being a technical theatre generalist.*

4.6 Describe how the department's/office's outcomes are linked to [college goals](#).

4.6.1 Theatre Operations outcomes are linked to college goals through as described in the following

Goal 1: Promote Success for every student:

By providing a robust educational home for the Fine-Arts division supports the faculties endeavors and educational goals by providing a foundational facility which enhances workforce training opportunities, improves student critical thinking through hands on experience with complex systems, and encourages students to complete Career Technical programs by offering an accessible example of typical technical theatre operations.

Goal 3: Strengthen Connections with our Community:

The performance venues of Fullerton College attract a large number of community members, students, and staff to attend events supported by Campus Theatre Operations. Not only does Theatre Operations host many community events, but the artistic offerings by on-campus departments increases the artistic exposure offered to the community.

Goal 4: Commit to accountability and continuous improvement.

Theatre Operations Provides a resource for students, faculty, and staff to increase the skills, knowledge and experience within the highly competitive field of Technical Theatre providing an avenue of continuous improvement.

4.7 Describe how the department's/office's outcomes support the achievement of the [institution level SLOs](#).

4.7.1 *Campus Theatre Operations outcomes supports, directly or indirectly, all of the Institutional Student Learning outcomes in the following ways*

4.7.1.2 ISLO 1; Communication: Students will be able to apply the principles of language and rational thought to communicate effectively.

Campus Theatre Operations provides technical support, and staffing assistance for many student-centric productions. Many of which are educationally related to the instruction in

reading comprehension and analysis (such as through play production and performances). Theatre Operations also hosts events which are focused on student works, and student lead artistic endeavors – which support the on-going Colleges Outcome of increasing, and support, communication skills in student.

4.7.1.3 ISLO 2; Critical Thinking and Information Competency: Students will be able to think critically by analyzing data in addressing and evaluating problems and issues in making decisions.

Campus Theatre Operations outcomes support critical thinking and information competency through the integration of digital controls and systems. Presenting Theatre Arts students, and others, with the opportunity to engage in advanced mathematic understanding, graphical data interpretation (through the uses of digital audio patching and lighting controls), and understanding of geometric ideas (such as rigging, and automation, set construction and installation) to create theatrical events.

Campus Theatre Operations also supports the students in helping foster avenues to learn, practice and engage with problem solving. The highly complicated systems we use, and support, in the performance venues provides a unique opportunity for Faculty to create programming that enhances and educates students understanding of problem-solving skills, and techniques.

Campus Theatre operations also support the professional development of the students, staff, and faculty through the extensive technology used, exposure to new and emerging technologies and how to put those technologies to use in a performance setting.

4.8 A. What methods are used to assess the department/office's effectiveness to the population that interacts with your department/office?

4.8.1 *Currently we have a Box Office survey that is sent to all rental clients in order to receive feedback on processes.*

4.8.2 *The need to develop a more in-depth survey and other means of assessment is clear to the department, and additional plans for assessment shall be enacted.*

4.8.3 *In person, word of mouth, feedback from clients and colleagues regarding the operations will continue to be fruitful.*

4.8.4 *Internal and external audits for financial health and integrity.*

B. What do the results of the above methods of assessment indicate about the effectiveness of the department/office?

4.8.1.1 *The Box Office survey shows excellence in all areas related to it's processes*

4.8.1.2 *Additional survey to be developed*

4.8.1.3 *Results are invaluable to us and will continue to be fruitful if we maintain the professional respect and integrity which Theatre Operations has worked hard to increase and maintain over the last few years. Feedback is overwhelmingly positive, and we often receive unsolicited appreciation.*

4.8.1.4 *Internal and external audits show excellent book-keeping and excellent financial health*

C. How were the assessment results used to make improvements to services provided by this department/office? Please provide examples.

4.8.1.1.1 Additional metrics, and survey results will be applied to on-going Box Office operations. Results from various internal and external audits help guide the financial processes for the Box Office. Survey results also help identify areas for improvement in communication, clarity and service.

4.8.1.1.2 Additional survey to be developed

4.8.1.1.3 *When the current coordinators took their positions, Theatre Operations was faced with animosity across the campus. The coordinators, through personal contact and increased attention to customer service, have significantly improved the relationship between Campus Theatre Operations and all other departments on campus. As a specific example, the Campus Theatre Operations previously had a contentious relationship with Campus Safety – whereas now Campus Theater Operations has close professional relationships with Campus Safety and coordinates efficiently for many events.*

4.9 At least one outcome listed in 4.1 should address the following:

A. List the outcome that focuses on individual student learning or actions.

Outcome 1, Provide professional standards of support for live performance clients (as defined by all events Theatre Operations supports) and a safe and clean environment for all patrons. Provides an environment for students, both as ensemble and as individuals to explore and increase educational goals and deepen professional and educational understanding.

Outcome 3, reduction in class moves for event production. This allows more focused, consistent educational processes for all classes held in the Campus Theatre, Wilshire Auditorium and associated buildings and rooms – giving the faculty, and student, a better place to explore, learn and engage by removing interruptions and logistical obstacles.

B. Identify methods to assess outcomes in such a way that the data can be disaggregated.

C. Identify a process for using outcome assessment data to improve your department's/office's services.

D. Identify a process for assessing outcomes and collecting data that can be used to build dashboards (where applicable).

4.10 Outcomes Equity Analysis

A. Looking at the one outcome from 4.9, do you find significant differences by race, ethnicity, gender, and other categories? Describe here what the data shows. What strategies will you use to close the attainment gaps among groups of students? What kinds of professional learning would help?

4.10.1 *Our data shows no differences between ethnic, racial, gender or any other identified category of the community we serve. Theatre Operations is always open to additional diversity training and education.*

5.0 Evaluation of Progress Toward Previous Strategic Action Plans

5.1 List the strategic action plans from your last self-study/program review.

None outlined in the Campus Theater Operations F2015 Cycle, as shown here:
<https://programreview.fullcoll.edu/wp-content/uploads/sites/53/2017/09/Campus-Theater-Operations.pdf>

5.2 Describe the level of success and/or progress achieved in the strategic action plans listed above.

N/A

5.3 How did you measure the level of success and/or progress achieved in the strategic action plans listed above?

N/A

5.4 Provide examples of how the strategic action plans in the last cycle contributed to the continuous quality improvement of your department/office.

N/A

5.5 In cases where resources were allocated toward strategic action plans in the last cycle, how did the resources contribute to the improvement of the department/office?

N/A

5.6. If funds were not allocated in the last review cycle, how did it impact your department/office?

N/A

6.0 Strategic Action Plans (SAP)

Using the tables below, list the strategic action plans (SAPs) for your program. These plans should follow logically from the information provided in the self-study. Use a separate table for each SAP.

SAPs for this three-year cycle:

STRATEGIC ACTION PLAN # 1	
Strategic Action Plan Name:	Hire a Full-Time (75%- 10 month) Fine Arts Information/Marketing Representative
List College goal/objective the plan meets:	<p>GOAL 1: PROMOTE SUCCESS FOR EVERY STUDENT Objective 2: Enhance workforce training opportunities</p> <p>GOAL 2: CULTIVATE A CULTURE OF EQUITY Objective 3: Increase outreach to and recruitment of students from underserved populations</p> <p>GOAL 3: STRENGTHEN CONNECTIONS WITH OUR COMMUNITY Objective 1: Create and expand partnerships with local K-12 and higher education institutions Objective 2: Create and expand relationships with local businesses and civic organizations Objective 3: Be a cultural hub for the local community</p> <p>GOAL 4: COMMIT TO ACCOUNTABILITY AND CONTINUOUS QUALITY IMPROVEMENT Objective 3: Provide professional and career development opportunities for students, faculty and staff</p>
Briefly describe the SAP, including title of person(s) responsible and timeframe, in 150 words or less.	With approval by the NOCCCD Board and college administration, the dean of the division would hire an additional Classified Staff member to oversee the Publicity and Marketing of the Division, removing this responsibility from the current Theatre Production Coordinator. Full-time step 36 (75% 10 month)
What <i>Measurable Outcome</i> is anticipated for this SAP?	Increase digital and physical visibility for all Fine Arts Division productions and events.
What specific aspects of this SAP can be accomplished without additional financial resources?	None.
If additional financial resources would be required to accomplish this SAP, please complete the section below. Keep in mind that requests for resources must follow logically from the information provided in this self-study.	

Type of Resource	Requested Dollar Amount	Potential Funding Source
Personnel	\$49,870- \$60,090	NOCCCD or Fullerton College
Facilities		
Equipment		
Supplies		
Computer Hardware	\$10000	Fine Arts Budget
Computer Software	\$500	Fine Arts Budget
Training		
Other		
Total Requested Amount	\$60370- \$70,509	

STRATEGIC ACTION PLAN # 2	
Strategic Action Plan Name:	Hire an Additional Theatre Operations Technician (100%, 12 month contract at step 42.)
List College goal/objective the plan meets:	<p>GOAL 1: PROMOTE SUCCESS FOR EVERY STUDENT Objective 2: Enhance workforce training opportunities Objective 5: Encourage completion of degrees for students enrolled in Career Technical programs</p> <p>GOAL 3: STRENGTHEN CONNECTIONS WITH OUR COMMUNITY Fullerton College will develop and strengthen collaborative projects and partnerships with educational institutions, civic organizations, and businesses in North Orange County and beyond. Objective 2: Create and expand relationships with local businesses and civic organizations Objective 3: Be a cultural hub for the local Community</p> <p>GOAL 4: COMMIT TO ACCOUNTABILITY AND CONTINUOUS QUALITY IMPROVEMENT Objective 2: Ensure financial, physical, and technological resources are available to maintain necessary services and programs</p>
Briefly describe the SAP, including title of person(s) responsible and timeframe, in 150 words or less.	With approval by the NOCCCD Board and college administration, the dean of the division would hire an additional Classified Staff member to oversee the work in the Theatre Operations Office as Video and Projectionist, removing these responsibilities from the current staff. Full-time 100%, 12-month contract at step 42.
What <i>Measurable Outcome</i> is anticipated for this SAP?	Reduction in Overtime for current staff members, currently often the Production Coordinator is operating two or three systems at the same time in order to fulfill the needs of an

	event, such as managing the live stream of an event with multiple cameras and managing the live projections and/or digital presentation for an event.	
What specific aspects of this SAP can be accomplished without additional financial resources?	None.	
If additional financial resources would be required to accomplish this SAP, please complete the section below. Keep in mind that requests for resources must follow logically from the information provided in this self-study.		
Type of Resource	Requested Dollar Amount	Potential Funding Source
Personnel	\$68,652- \$82,932	NOCCCD or Fullerton College
Facilities		
Equipment		
Supplies		
Computer Hardware	\$5000	Theatre Operations Self Sustaining budget
Computer Software		
Training		
Other		
Total Requested Amount	\$73,652- \$87932	

STRATEGIC ACTION PLAN # 3	
Strategic Action Plan Name:	Develop a clear Equipment Replacement plan, and strategy for preparing equipment as needed for the new PAC
List College goal/objective the plan meets:	<p>College Goal #:</p> <p>GOAL 1: PROMOTE SUCCESS FOR EVERY STUDENT</p> <p>Objective 2: Enhance workforce training opportunities</p> <p>GOAL 4: COMMIT TO ACCOUNTABILITY AND CONTINUOUS QUALITY IMPROVEMENT</p> <p>Objective 2: Ensure financial, physical, and technological resources are available to maintain necessary services and programs</p> <p>Objective 3: Provide professional and career development opportunities for students, faculty and staff</p>
Briefly describe the SAP, including title of person(s) responsible and timeframe, in 150 words or less.	<p>While we have maintained an industry leading equipment package, we have been remiss in evaluating and planning for upgrades and replacements. This is due in part to the previous ethos of financial feast and famine, where equipment was purchased without long-term goals in mind. We would like to change that and create replacement plans for all equipment in the theatre. This entails three parts:</p> <ol style="list-style-type: none"> 1. Research of current systems and equipment for age, hours used and general wear and tear

	<ol style="list-style-type: none"> 2. Research of current technical industry trends to identify technologies to upgrade to. 3. Purchase of appropriate equipment to replace ageing, or outdated equipment, we estimate that in the next five years this cost is \$160,000 	
What <i>Measurable Outcome</i> is anticipated for this SAP?	A more stable lighting, audio, video system and integration system.	
What specific aspects of this SAP can be accomplished without additional financial resources?	<ol style="list-style-type: none"> 1. Research of current system 2. Research of current technical trends 	
If additional financial resources would be required to accomplish this SAP, please complete the section below. Keep in mind that requests for resources must follow logically from the information provided in this self-study.		
Type of Resource	Requested Dollar Amount	Potential Funding Source
Personnel		
Facilities		
Equipment	\$160,000	Fullerton College or NOCCCD district
Supplies		
Computer Hardware		
Computer Software		
Training		
Other		
Total Requested Amount	\$160000	

STRATEGIC ACTION PLAN # 4	
Strategic Action Plan Name:	Reinstate, update and enact an online response survey for all clients (on campus and rental clients) to review all aspects of Theatre Operations in context of the related events.
List College goal/objective the plan meets:	<p>College Goal #:</p> <p>GOAL 1: PROMOTE SUCCESS FOR EVERY STUDENT</p> <p>Objective 2: Enhance workforce training opportunities</p> <p>GOAL 4: COMMIT TO ACCOUNTABILITY AND CONTINUOUS QUALITY IMPROVEMENT</p> <p>Objective 2: Ensure financial, physical, and technological resources are available to maintain necessary services and programs</p> <p>Objective 3: Provide professional and career development opportunities for students, faculty and staff</p>
Briefly describe the SAP, including title of person(s) responsible and timeframe, in 150 words or less.	<p>The Theatre Operations Coordinators in association with the Theatre Technician will develop a survey in order to better understand, improve and address the following areas:</p> <ol style="list-style-type: none"> 1. Booking to Technical Coordinator “hand off” – is it smooth, does the client feel that information is passing between the booking agent and the technical lead?

	<ul style="list-style-type: none"> 2. Technical needs fulfilled efficiently 3. Challenges communicated and addressed professionally 4. Workplace ethos, and welcome into the theatre space 5. Other topics as developed 	
What <i>Measurable Outcome</i> is anticipated for this SAP?	Increase in client satisfaction, increase in return clients and new clients. Increase in revenue.	
What specific aspects of this SAP can be accomplished without additional financial resources?	All of this SAP can be address without additional funding	
If additional financial resources would be required to accomplish this SAP, please complete the section below. Keep in mind that requests for resources must follow logically from the information provided in this self-study.		
Type of Resource	Requested Dollar Amount	Potential Funding Source
Personnel		
Facilities		
Equipment		
Supplies		
Computer Hardware		
Computer Software		
Training		
Other		
Total Requested Amount		

STRATEGIC ACTION PLAN # 5	
Strategic Action Plan Name:	Increase District and College General funding to more fully support the Theatre Operations staffing, and equipment repair. Increase the current \$8291 allocation to \$20,000 for Part time staff and Classified Overtime, and \$8000 for equipment repair and replacement.
List College goal/objective the plan meets:	<p>College Goal #: GOAL 1: PROMOTE SUCCESS FOR EVERY STUDENT Objective 2: Enhance workforce training opportunities</p> <p>GOAL 4: COMMIT TO ACCOUNTABILITY AND CONTINUOUS QUALITY IMPROVEMENT Objective 2: Ensure financial, physical, and technological resources are available to maintain necessary services and programs Objective 3: Provide professional and career development opportunities for students, faculty and staff</p>
Briefly describe the SAP, including title of person(s) responsible and timeframe, in 150 words or less.	As Illustrated in section 2.0, etc. an increase to the financial support supplied by the Fullerton College or NOCCCD District would enable the Theatre Operations department to help maintain a stable funding source for upcoming challenges and changing industry standards. Increasing the total allocation to the Theatre Operation department to \$20,000 takes the staffing costs burden for on-campus events off the

	fundraising efforts of the rental program, allowing the rental program to better fund equipment replacements, program expansions, recruitment events, and unforeseen move-in costs to the new PAC.	
What <i>Measurable Outcome</i> is anticipated for this SAP?	Increases in year over year savings, less financial stress in the event of equipment failure, maintenance costs, and unforeseen move-in costs to the new PAC	
What specific aspects of this SAP can be accomplished without additional financial resources?	N/A	
If additional financial resources would be required to accomplish this SAP, please complete the section below. Keep in mind that requests for resources must follow logically from the information provided in this self-study.		
Type of Resource	Requested Dollar Amount	Potential Funding Source
Personnel	\$20,000 (annually)	NOCCCD District or Fullerton College
Facilities		
Equipment	\$8000 (annually)	NOCCCD District or Fullerton College
Supplies		
Computer Hardware		
Computer Software		
Training		
Other		
Total Requested Amount	\$28,000 (annually)	

7.0 Long Term Plans

Describe the long-term plans (four-six years) for your program. Please consider future trends in your narrative. Identifying financial resources needed for these plans is optional.

7.0.1 Personnel

7.0.1 Hire additional Classified Staff, in the order and priority of FT (75%- 10 month) Fine Arts Information/Marketing Representative, and full time (100% - 12 month) Theatre Technician.

7.0.2 Facilities

7.0.2.1 Update and renovate the restrooms and hallways in the 1300, 1100 Building and Wilshire Auditorium to meet current ADA compliancy guidelines.

7.0.2.2 Update and renovate the Bronwyn Dodson, Campus Theater, Wilshire Auditorium, Recital Hall and 1319-C, 1321, 1329, the control booths for accessibility and assisted listening to meet current ADA requirements.

7.0.2.3 Add ADA compliant wheelchair lift to the stage area in the Wilshire Auditorium, and bring the performance area into compliance with ADA requirements.

7.0.2.4 Replace, reinforce and re-engineer the floor, sub floor, and trap room access plugs in the Campus Theatre. The 60+ year old floor is suffering from the constant use, and showing significant warping, and wear.

- 7.1 Describe in detail your need for additional resources as listed above (if applicable)
- 7.1.1 Items in 7.0.2.1 and 7.0.2.2 require significant additional resources, through District of College funding avenues. In order to successfully address the concerns, and the needs of ADA compliance for the accessibility to the restrooms, and the control rooms of all the theatrical areas, the upgrades and modifications need to be researched, architects engaged, and the projects completed. This will take significant resources, and funding.
 - 7.1.2 Additional funding, for research and installation, for appropriate wheelchair lift and accessibility study of the stage area at Wilshire auditorium.
 - 7.1.3 To replace, reinforce and re-engineer the floor, sub floor, and trap room access plugs in the Campus Theatre will take significant research, engineering, and installation costs. As part of the necessary facilities for the safe operation of the theatre this should be financially supported by the College or District.
 - 7.1.4 The addition of two Classified Staff members(as requested in 7.0.1) will require investment and on-going costs by the District or College.

8.0 Self-Study Summary

This section provides the reader with an overview of the highlights, themes, and key segments of the self-study. It should not include new information that is not mentioned in other sections of this document.

Campus Theatre Operations is integral to the vibrant life on the Fullerton College campus. Supporting, through direct and indirect means, almost every division and department across the campus. Providing event, artistic, and technical support for concerts, events, presentations, plays, musicals, showcases, special events and meetings throughout the calendar year. Theatre Operations also supports many community arts, culture, and informational events through rental programming, which increases the visibility of Fullerton College, and helps promote a healthy community around Orange County.

Campus Theatre Operations has made significant improvements over the last seven years (since the last Self-Study) in department culture, client service ethos, and inter-departmental coordination. Not only has Campus Theatre Operations become an integral part of many of the events, classes, and labs – but Campus Theatre Operations has made significant strides in building departmental financial health in an effort to better prepare for the future.

Campus Theatre Operations foresees several significant challenges in the next 3-8 years. Those being: Increase workload placed on Classified Staff as a result of increased recruitment efforts; decrease in state awarded grant allocations resulting in additional expenses being charged to the income generated by the rental programming; introduction and expansion of new technology systems which will force existing staff to fill the skill-gap and stretch existing Classified Staff duties across additional systems per event; and continued limitations of part-time hourly staff according to district policy which places additional duties on Classified Staff.

Campus Theatre Operations sees three significant opportunities to alleviate many of the pressures caused by these challenges, those being; hiring of a Full-Time (75%- 10 month) Fine Arts Information/Marketing Representative, hiring of an additional Full-Time (100%-12month) Theatre Operations Technician, and increasing the NOCCCD/Fullerton College financial allotment for part-time staffing, Classified Staff over time, and equipment repairs to pay for Fullerton College and NOCCCD events.

Campus Theatre Operations Self Assessment Program Review has revealed that the department is healthy, growing, and active in the educational processes of the Fullerton College campus and Fullerton

community, and that with some additional support from Fullerton College and the NOCCCD, Theatre Operations can continue to build on that success and significantly improve internal and external support and processes.

9.0 Publication Review

Fullerton College is committed to assuring integrity in all representations of its mission, programs, and services. As such, during the program review self-study process departments/offices are required to document their publications (websites, brochures, magazines, pamphlets, etc.) that are used to promote programs and services to the campus community and community at-large. This review should specify when the publication was last reviewed, if the information in the publication is accurate, and if the information correctly represents the college’s mission, programs, and services.

Information on the college’s graphic standards is available here: <http://news.fullcoll.edu/campus-communications/web-help/graphics/>.

In the far right column please provide the URL where the publication can be accessed. If it cannot be accessed via the Internet, please provide a sample of the publication with your program review self-study. If you have any questions about what type of publication should be included, please contact Lisa McPheron, Director of Campus Communications at lmcpheron@fullcoll.edu.

For publications that you have identified as inaccurate, please provide the action plan for implementing corrections below.

Publication	Date last reviewed	Is the information accurate?	URL of publication
Box Office Website	2/1/2023	Yes	http://finearts.fullcoll.edu/conn_boxoffice.php
Theatre Operations Website	2/1/2023	Yes	http://theatreops.fullcoll.edu/

Routing & Response Page

Originator → IMS → Program Review Chair → Appropriate President's Staff Member

Originator: *Electronically submit completed Program Review to Division Dean/IMS for review.*

Appropriate Immediate Management Supervisor (IMS): *Select one and provide response if necessary. Forward electronically to appropriate Vice President's Office.*

RESPONSE

Printed name of IMS

Title

Date

I concur with the findings contained in this Program Review.

I concur with the findings contained in this Program Review with the following exceptions (include a narrative explaining the basis for each exception):

Area of exception:

I do not concur with the findings contained in this Program Review (include a narrative explanation):

Appropriate President's Staff Member: *Print Program Review, sign, and route both hard copy and electronic version to Program Review Chair.*

ACKNOWLEDGING RECEIPT

Printed Name

Signature

Title

Date



Fullerton College Mission Statement

MISSION

Fullerton College advances student learning and achievement by developing flexible pathways for students from our diverse communities who seek educational and career growth, certificates, associate degrees, and transfer. We foster a supportive and inclusive environment for students to be successful learners, responsible leaders, and engaged community members.

VISION

Fullerton College will transform lives and inspire positive change in the world.

*Approved by Fullerton College
President's Advisory Council and
accepted by President Schulz
May 2017.*

VALUES

Community

We promote a sense of community that enhances the well-being of our campus and surrounding areas.

Diversity

We embrace and value the diversity of our entire community.

Equity

We commit to equity for all we serve.

Excellence

We honor and build upon our tradition of excellence.

Growth

We expect everyone to continue growing and learning.

Inclusivity

We support the involvement of all in the decision-making process.

Innovation

We support innovation in teaching and learning.

Integrity

We act in accordance with personal integrity and high ethical standards.

Partnership

We work together with our educational and community partners.

Respect

We support an environment of mutual respect and trust that embraces the individuality of all.

Responsibility

We accept our responsibility for the betterment of the world around us.