Program Summary

Task Force: Thank you for the time and effort you put forth in your report. Through the USAP process, we are working to create a culture of continuous improvement; setting specific and measurable goals is an important step in the process of moving IPFW toward this culture of improvement. Part of this effort is getting individuals and units at IPFW to think differently about planning and the future. The work of Theatre is critical to IPFW and we greatly appreciate the time you spent on this significant endeavor. Thank you again for being part of this important initiative.

Criterion: #1: Mission - How does your unit support the mission of the university? This may include your mission and vision statements. (no more than 200 words)

Question: Mission - How does your unit support the mission of the university? This may include your mission and vision statements. (no more than 200 words)
The Mission of the Department of Theatre is to:

• educate its students within a broad liberal arts framework in the art, craft and discipline of theatre, through programs offering both classroom study and experiential production activities.

• serve the University Community through its productions and general education offerings.

• provide culturally enriching activities to the greater Northeastern Indiana Region.

Department of Theatre Values:

• the pursuit of knowledge in an environment that encourages free and open inquiry, academic achievement, scholarship, and creativity.

• the cultivation of creativity.

• the highest academic, artistic, and ethical standards.

• artistic and scholarly collaboration.

• interdisciplinary inquiry and scholarship.

• the professional commitment, innovations, and accomplishments of faculty and staff.

• partnership with the community to enhance cultural, creative, and intellectual life in the region.

• diversity.

Department of Theatre Vision:

The IPFW Department of Theatre will be a regionally recognized theatre program, known for its regional impact and:

• the excellence, value, and accessibility of its training programs.

• its exceptional academic curricula and facilities that foster unique teaching, learning, and student environments.

• the scholarly and creative accomplishments of its faculty, students, and staff.

• its contributions to the quality of artistic and creative life of the region.

**Criterion:** #2: Accomplishments - Please list significant accomplishments from the last three years as they align with Plan 2020 goals
**Question:** I. Foster Student Success - Please list significant accomplishments from the last three years as they align with Plan 2020 goal area I: Foster student success.

- The department revised its curricula to comply with the standards required by our NAST accreditation.
- The department established a full curricular writing initiative, wherein all theatre courses contain a writing component that is evaluated based on department created writing maps and rubrics.
- The department created 4 year matriculation maps addressing all degree options.
- The department maintains a strict advising program, wherein all majors must meet with a faculty advisor each semester prior to registration. Weekly advising sessions are required for any students on academic probation.

**Question:** II. Creation of Knowledge - Please list significant accomplishments from the last three years as they align with Plan 2020 goal area II: Promote the Creation, Integration, and Application of Knowledge.

- Associate Professor Jeff Casazza received the Leepoxy Award for Excellence in undergraduate teaching and was named Feature Faculty for outstanding research and creative endeavor in 2013.
- Faculty regularly pursues professional engagements and presentations at regional, national and international venues.
- The department reinstated its spring break New York City trip, taking 18 theatre students to New York for five days of professional workshops and attendance at three Broadway productions.
- The department regularly sends students to participate in the United States Institute for Theatre Technology’s annual conference and/or the Humana New American Play Festival at the Actors Theatre of Louisville.

**Question:** III. Regional Hub - Please list significant accomplishments from the last three years as they align with Plan 2020 goal area III: Serve as a Regional Intellectual, Cultural, and Economic Hub for Global Competitiveness.

- The department annually presents a season of 4-5 plays and musicals in two venues.
- In a joint venture with the Fort Wayne Youtheatre, the department presented a production of the musical, *Oliver*, at the Arts United Center in 2013.
- The department established a relationship with Fort Wayne Summer Musical Theatre, providing that organization with a venue for its annual six week summer program for Allen County high school students.
- The department brought in former student and Broadway, film and television actor/director, Dan Butler to direct and perform in its 2013 production of *Our Town*.
- The department regularly brings in professional theatre artists to conduct workshops/master classes for theatre students.
- The department provided a free touring Shakespeare production to approximately 25 area high schools in 2012 and 2013.

**Question:** IV. - Create a Stronger Univ - Please list significant accomplishments from the last three years as they align with Plan 2020 goal area IV: Create a Stronger University through Improving the Support of Stakeholders and the Quality and Efficiency of the Organization.
Achieved first-ever accreditation from the National Association of Schools of Theatre (NAST) in 2012. Required in this process was proof of meeting performance metrics and standards as established by that national accrediting body.

Question: Other Accomplishments - Please list any other significant accomplishments from the last three years that do not align with Plan 2020.

• Acquired a dedicated lecture classroom in the renovated Modular Classroom Building

Criterion: #3: Accreditations - Program specific accreditation and status

Question: Accreditations - What program-specific accreditations and status do you have, if any?

• Initial associate membership with the National Association of Schools of Theatre (NAST) (five-year review slated for 2017).

Question: Constraints/Benefits - How do these accreditations constrain or benefit the work of your unit, if applicable?

• Our NAST accreditation benefits us by requiring that we maintain established curricular standards.
• It proved to be an attractive asset in recruiting high quality candidates during our 2014 Chair search.

Criterion: #4: Laws and Mandates - Federal and state laws or mandates that your unit addresses

Question: Federal and State Laws - What federal and/or state laws or mandates do you address, if any?

• Degree maps for incoming freshmen
• Title IX
• Web accessibility as it pertains to Purdue policy VII.C.1.
• The Williams Theatre and Studio Theatre spaces must comply with local fire department and Homeland Security regulations governing public performance venues
• The scenic and costume production shops must meet OSHA safety regulations

Question: Constraints/Benefits - How do these federal and state laws or mandates constrain or benefit the work of your unit?

• They benefit our work by keeping us in compliance with state and federal regulations that govern our public communications.
• They benefit our work by keeping us in compliance with state and federal regulations that govern public safety.
• By following these mandates we are required to assess and provide continued internal training covering these regulations.
**Criterion:** #5: Inefficiencies - Activities that you spend resources on inefficiently or in ways that do not support the mission.

**Question:** Inefficient use of resources - On what activities, if any, do you spend resources (money, time, people, etc.) inefficiently or in ways that do not support the mission of your unit or the university? List as many as apply.

- In order to ensure adequate curricular delivery with unfilled vacancies in two faculty lines during the 2013-14 and 2014-15 academic years, several regularly offered courses had to be cancelled, the CVPA Dean was required to teach two upper level courses without compensation, an LTL was required to teach a majors’ core requirement course and two Associate Professors were on uncompensated overloads.

**Criterion:** #6: IR and Budget Review - Review of your department profile and budget

**Question:** Contextualize IR data - Upon review of your IR Department Profile (for academic units) and FY 14-15 Budget information, are there any data you want to correct or contextualize? To view your profile or budget visit the Office of Institutional Effectiveness website: http://www.ipfw.edu/offices/ir/profiles/

- The departmental LTL budget often falls short of what is needed.

**Criterion:** #7: Goal One - In this criterion, you will identify your unit goals and tell us how they align to Plan 2020, how they are measured, and what resources you need to meet them.

**Task Force:**
1. Comment on the specificity of the goal:

Goal would be more specific written as “Staff department with at least X tenure track faculty”. As currently written, goal is an action step.

2. Comment on the goal’s measures:

Metrics could include a certain student to faculty ratio and less than “X” percentage of courses taught by LTL’s.

3. Comment on the unit’s ability to achieve the goal (include a consideration of the departmental profile and budget data):

Dependent on support and approval from upper administration.

4. Comment on the goal’s relevance:

Dependent on whether suggested metrics are addressed.

5. Comment on the timeline of the goal:

Uncertain

Possible opportunities for collaboration or suggestions for addressing a gap:

n/a

**Question:** Unit Goal - What is your unit goal?

Fill vacant faculty line: tenure track Assistant Professor of Acting

**Question:** IPFW Goal - What 2020 goal(s) does this unit goal align with? List as many as apply. If it does not align, you may write “NA” or clarify.

I.A.1. Improve quality and fidelity of assessment process of degree/certificate programs, General Education program, and Baccalaureate Framework with dedicated resources.

I.B.4. Expand use of high-impact instructional and advising interventions.

I.D.4. Recruit and retain a diverse faculty and staff at all institutional levels.

II. Promote the Creation, Integration and Application of Knowledge

III.C. Produce and sponsor outstanding cultural and artistic programming.

**Question:** Priority Level - Is the unit goal high, medium, or low priority? Limit your high-priority unit goals to 3 to 5.

High
**Question:** Actions - What action(s) does your unit plan to take to support this unit goal?

Seek CVPA and VCAA approval to conduct a search.

**Question:** Metrics - With what metrics will you assess progress toward accomplishing this unit goal on an annual basis?

Conducting a successful search.

**Question:** Resources - Are you able to accomplish this unit goal with your current resources?

Yes

**Question:** Needed Resources - If you don’t have enough resources, what additional resources do you need to accomplish this unit goal?

N/A

**Question:** Challenges - What challenges, other than financial resources, might affect your progress toward accomplishing this unit goal?

CVPA OR VCAA denial of the search request.

**Question:** Timeline - If achieving this unit goal will take longer than one year, what is your timeline for implementing and accomplishing it?

If a search is approved, the goal can easily be accomplished in one year. If a search is denied, we will carry the request forward until it is approved.

**Criterion:** #8: Goal Two - In this criterion, you will identify your unit goals and tell us how they align to Plan 2020, how they are measured, and what resources you need to meet them.

**Task Force:**
1. Comment on the specificity of the goal:

Goal could be written more specifically as “Increase enrollment by X% by 2020”. Goal and action steps are conflated.

2. Comment on the goal’s measures:

Metrics will be made stronger by including baseline measurements and targets.

3. Comment on the unit’s ability to achieve the goal (include a consideration of the departmental profile and budget data):

Due to position vacancy, this will be challenging.

4. Comment on the goal’s relevance:

The goal is relevant.

5. Comment on the timeline of the goal:

Ongoing

Possible opportunities for collaboration or suggestions for addressing a gap:

There is a possible opportunities for collaboration with Admissions.

**Question:** Unit Goal - What is your unit goal?

Create an active recruiting plan:

- Create new relationships with area high school theatre programs and strengthen existing ones.
- Participate with Summit City Scholars program to conduct auditions/interviews for the department’s Edward D. and Ione Auer Foundation Honors Scholarships

**Question:** IPFW Goal - What 2020 goal(s) does this unit goal align with? List as many as apply. If it does not align, you may write “NA” or clarify.

IV.B.3. Eliminate process barriers in enrollment management that impact student achievement.

Additionally, we note that we cannot identify any specific goal that applies to recruiting students.

**Question:** Priority Level - Is the unit goal high, medium, or low priority? Limit your high-priority unit goals to 3 to 5.

High.

**Question:** Actions - What action(s) does your unit plan to take to support this unit goal?
Tom Theatre

- Create on campus and high school visitation activities that will put our personnel in direct contact with area teachers and students.
- Coordinate with the Director of Fort Wayne Summer Musical Theatre to facilitate greater department participation in their program.
- Coordinate with appropriate personnel to institute our participation in the Summit City Scholars program.
- Reinstitute the touring outreach production.

Question: Metrics - With what metrics will you assess progress toward accomplishing this unit goal on an annual basis?

- Increased student participation in department recruitment activities.
- Increased numbers of students participating in department scholarship auditions.
- Increased enrollments.

Question: Resources - Are you able to accomplish this unit goal with your current resources?

Yes.

Question: Needed Resources - If you don’t have enough resources, what additional resources do you need to accomplish this unit goal?

N/A

Question: Challenges - What challenges, other than financial resources, might affect your progress toward accomplishing this unit goal?

Major responsibilities for department recruiting activities traditionally fall to the individual in the currently vacant position; therefore, faculty workload and scheduling issues could continue to compromise success in this area.

Question: Timeline - If achieving this unit goal will take longer than one year, what is your timeline for implementing and accomplishing it?

We see this as an ongoing goal; however, coordination with the Summit City Scholars program and increased interaction with existing high school programs should be achievable in one year.

Criterion: #9: Goal Three - In this criterion, you will identify your unit goals and tell us how they align to Plan 2020, how they are measured, and what resources you need to meet them.

Task Force:
1. Comment on the specificity of the goal:

Would be more specific written as “To provide audiences enhanced experiences and students opportunity to learn latest technology.” As written, goal and action steps are conflated.

2. Comment on the goal's measures:

If goal is rewritten, metrics could focus on audience satisfaction surveys and student learning outcome assessment.

3. Comment on the unit’s ability to achieve the goal (include a consideration of the departmental profile and budget data):

Dependent on additional funding. Perhaps a technology fund could be created to set aside money from the budget every year to deal with ongoing maintenance and upgrades.

4. Comment on the goal's relevance:

The goal is relevant.

5. Comment on the timeline of the goal:

Appropriate

Possible opportunities for collaboration or suggestions for addressing a gap:

There is a possible opportunity for collaboration with Development and IT Services.

**Question:** Unit Goal - What is your unit goal?

Technology upgrades in Williams Theatre sound system:

Upgrade outdated control board, monitors and hand held microphones to ones meeting acceptable technological standards.

**Question:** IPFW Goal - What 2020 goal(s) does this unit goal align with? List as many as apply. If it does not align, you may write “NA” or clarify.

I.B.5. Transform the concept of the college classroom and the delivery of education.

I.E.2. Develop activities and experiences that promote success in student achievement through programs with strong student learning outcomes, high graduation rates, and strong job placement prospects.


IV.B.3. Eliminate process barriers in enrollment management that impact student achievement.

IV. B.4. Identify gaps in academic and program offerings and prioritize programs for creation, expansion, merging, or cessation.
**Question:** Priority Level - Is the unit goal high, medium, or low priority? Limit your high-priority unit goals to 3 to 5.

Medium

**Question:** Actions - What action(s) does your unit plan to take to support this unit goal?

- Complete a study to determine sources for acquiring acceptable equipment in the most cost efficient manner.
- Identify possible sources for securing external funding.

**Question:** Metrics - With what metrics will you assess progress toward accomplishing this unit goal on an annual basis?

Securing the upgraded equipment.

**Question:** Resources - Are you able to accomplish this unit goal with your current resources?

Not entirely.

**Question:** Needed Resources - If you don't have enough resources, what additional resources do you need to accomplish this unit goal?

Funding assistance from internal and/or external sources.

**Question:** Challenges - What challenges, other than financial resources, might affect your progress toward accomplishing this unit goal?

Keeping up with the high rate of technological development and advances is a constant challenge.

**Question:** Timeline - If achieving this unit goal will take longer than one year, what is your timeline for implementing and accomplishing it?

The upgrades could be obtained incrementally over a period of three years.

**Criterion:** #10: Goal Four - In this criterion, you will identify your unit goals and tell us how they align to Plan 2020, how they are measured, and what resources you need to meet them.

**Task Force:**
1. Comment on the specificity of the goal:

   Goal would be more specific written as “To improve writing skills of Theatre majors”. Goal and action steps are conflated.

2. Comment on the goal’s measures:

   Metrics would benefit from baseline measurements and targets.

3. Comment on the unit’s ability to achieve the goal (include a consideration of the departmental profile and budget data):

   Achievable

4. Comment on the goal’s relevance:

   The goal is relevant.

5. Comment on the timeline of the goal:

   Achievable

Possible opportunities for collaboration or suggestions for addressing a gap:

There is a possible opportunity for collaboration with CASA and the Writing Center.

**Question:** Unit Goal - What is your unit goal?

Strengthen the existing department writing initiative:

- Include discipline specific writing instruction components in the curricula of freshman level core classes (THTR 20100 & 28400)
- Develop means for charting student writing development and incorporating those findings into department advising process.

**Question:** IPFW Goal - What 2020 goal(s) does this unit goal align with? List as many as apply. If it does not align, you may write “NA” or clarify.

I.A.1. Improve quality and fidelity of assessment process of degree/certificate programs, General Education program, and Baccalaureate Framework with dedicated resources.

**Question:** Priority Level - Is the unit goal high, medium, or low priority? Limit your high-priority unit goals to 3 to 5.

Medium,

**Question:** Actions - What action(s) does your unit plan to take to support this unit goal?
THTR Theatre

- Develop specific writing content to be included in existing THTR 20100 & 28400 curricula.
- Analyze and chart collected data from writing assignments.
- Include explanation and expectations of the writing initiative in all department syllabi.

**Question:** Metrics - With what metrics will you assess progress toward accomplishing this unit goal on an annual basis?

Comparative analysis of student writing grades across the curriculum.

**Question:** Resources - Are you able to accomplish this unit goal with your current resources?

Yes.

**Question:** Needed Resources - If you don’t have enough resources, what additional resources do you need to accomplish this unit goal?

N/A

**Question:** Challenges - What challenges, other than financial resources, might affect your progress toward accomplishing this unit goal?

The addition of new instructional content in THTR 20100 & 28400 will require considerable manipulation of existing course content to ensure that all essential content is adequately covered.

**Question:** Timeline - If achieving this unit goal will take longer than one year, what is your timeline for implementing and accomplishing it?

The implementation of this goal should be achievable in one year; however, it may take 2-3 years until its success can be determined.

**Criterion:** #11: Goal Five - In this criterion, you will identify your unit goals and tell us how they align to Plan 2020, how they are measured, and what resources you need to meet them.

**Question:** Unit Goal - What is your unit goal?

**Question:** IPFW Goal - What 2020 goal(s) does this unit goal align with? List as many as apply. If it does not align, you may write “NA” or clarify.

**Question:** Priority Level - Is the unit goal high, medium, or low priority? Limit your high-priority unit goals to 3 to 5.
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**Question:** Actions - What action(s) does your unit plan to take to support this unit goal?

**Question:** Metrics - With what metrics will you assess progress toward accomplishing this unit goal on an annual basis?

**Question:** Resources - Are you able to accomplish this unit goal with your current resources?

**Question:** Needed Resources - If you don’t have enough resources, what additional resources do you need to accomplish this unit goal?

**Question:** Challenges - What challenges, other than financial resources, might affect your progress toward accomplishing this unit goal?

**Question:** Timeline - If achieving this unit goal will take longer than one year, what is your timeline for implementing and accomplishing it?

**Criterion:** #12: Goal Six - In this criterion, you will identify your unit goals and tell us how they align to Plan 2020, how they are measured, and what resources you need to meet them.

**Question:** Unit Goal - What is your unit goal?

**Question:** IPFW Goal - What 2020 goal(s) does this unit goal align with? List as many as apply. If it does not align, you may write “NA” or clarify.

**Question:** Priority Level - Is the unit goal high, medium, or low priority? Limit your high-priority unit goals to 3 to 5.

**Question:** Actions - What action(s) does your unit plan to take to support this unit goal?
THTR Theatre

Metrics - With what metrics will you assess progress toward accomplishing this unit goal on an annual basis?

**Question:** Resources - Are you able to accomplish this unit goal with your current resources?

**Question:** Needed Resources - If you don't have enough resources, what additional resources do you need to accomplish this unit goal?

**Question:** Challenges - What challenges, other than financial resources, might affect your progress toward accomplishing this unit goal?

**Question:** Timeline - If achieving this unit goal will take longer than one year, what is your timeline for implementing and accomplishing it?

**Criterion:** #13: Goal Seven - In this criterion, you will identify your unit goals and tell us how they align to Plan 2020, how they are measured, and what resources you need to meet them.

**Question:** Unit Goal - What is your unit goal?

**Question:** IPFW Goal - What 2020 goal(s) does this unit goal align with? List as many as apply. If it does not align, you may write “NA” or clarify.

**Question:** Priority Level - Is the unit goal high, medium, or low priority? Limit your high-priority unit goals to 3 to 5.

**Question:** Actions - What action(s) does your unit plan to take to support this unit goal?

**Question:** Metrics - With what metrics will you assess progress toward accomplishing this unit goal on an annual basis?

**Question:** Resources - Are you able to accomplish this unit goal with your current resources?
Question: Needed Resources - If you don’t have enough resources, what additional resources do you need to accomplish this unit goal?

Question: Challenges - What challenges, other than financial resources, might affect your progress toward accomplishing this unit goal?

Question: Timeline - If achieving this unit goal will take longer than one year, what is your timeline for implementing and accomplishing it?

Criterion: #14: Goal Eight - In this criterion, you will identify your unit goals and tell us how they align to Plan 2020, how they are measured, and what resources you need to meet them.

Question: Unit Goal - What is your unit goal?

Question: IPFW Goal - What 2020 goal(s) does this unit goal align with? List as many as apply. If it does not align, you may write “NA” or clarify.

Question: Priority Level - Is the unit goal high, medium, or low priority? Limit your high-priority unit goals to 3 to 5.

Question: Actions - What action(s) does your unit plan to take to support this unit goal?

Question: Metrics - With what metrics will you assess progress toward accomplishing this unit goal on an annual basis?

Question: Resources - Are you able to accomplish this unit goal with your current resources?

Question: Needed Resources - If you don’t have enough resources, what additional resources do you need to accomplish this unit goal?
**Question:** Challenges - What challenges, other than financial resources, might affect your progress toward accomplishing this unit goal?

**Question:** Timeline - If achieving this unit goal will take longer than one year, what is your timeline for implementing and accomplishing it?

**Criterion:** #15: Goal Nine - In this criterion, you will identify your unit goals and tell us how they align to Plan 2020, how they are measured, and what resources you need to meet them.

**Question:** Unit Goal - What is your unit goal?

**Question:** IPFW Goal - What 2020 goal(s) does this unit goal align with? List as many as apply. If it does not align, you may write “NA” or clarify.

**Question:** Priority Level - Is the unit goal high, medium, or low priority? Limit your high-priority unit goals to 3 to 5.

**Question:** Actions - What action(s) does your unit plan to take to support this unit goal?

**Question:** Metrics - With what metrics will you assess progress toward accomplishing this unit goal on an annual basis?

**Question:** Resources - Are you able to accomplish this unit goal with your current resources?

**Question:** Needed Resources - If you don't have enough resources, what additional resources do you need to accomplish this unit goal?

**Question:** Challenges - What challenges, other than financial resources, might affect your progress toward accomplishing this unit goal?
THTR Theatre

Timeline - If achieving this unit goal will take longer than one year, what is your timeline for implementing and accomplishing it?

**Criterion:** #16: Goal Ten - In this criterion, you will identify your unit goals and tell us how they align to Plan 2020, how they are measured, and what resources you need to meet them.

**Question:** Unit Goal - What is your unit goal?

**Question:** IPFW Goal - What 2020 goal(s) does this unit goal align with? List as many as apply. If it does not align, you may write “NA” or clarify.

**Question:** Priority Level - Is the unit goal high, medium, or low priority? Limit your high-priority unit goals to 3 to 5.

**Question:** Actions - What action(s) does your unit plan to take to support this unit goal?

**Question:** Metrics - With what metrics will you assess progress toward accomplishing this unit goal on an annual basis?

**Question:** Resources - Are you able to accomplish this unit goal with your current resources?

**Question:** Needed Resources - If you don’t have enough resources, what additional resources do you need to accomplish this unit goal?

**Question:** Challenges - What challenges, other than financial resources, might affect your progress toward accomplishing this unit goal?

**Question:** Timeline - If achieving this unit goal will take longer than one year, what is your timeline for implementing and accomplishing it?