

# INSTITUTIONAL ASSESSMENT REPORT

***SPEECH AND DRAMA / 2012-2013***

## **Department's Relationship to the College Mission and Strategic Plan**

*(completed Spring semester or on accreditation cycle)*

*In a paragraph or two, discuss how the department's work carries out the Mission and Strategic Plan.*

One aspect of the mission of Jefferson College is to offer “a strong general education curriculum, college transfer and technical programs.” The Speech and Drama department assists in accomplishing this aspect of the mission by offering SPD105 Oral Communication and SPD175 Public Speaking for students to fulfill the communication requirement for A.A., A. A.S, A.S. and A.A.T. Both courses help to prepare students to succeed in their chosen fields and careers by teaching them effective communication skills. In addition, the Speech and Drama department provides students with technical programs in the fields of Theatre and Television Production by offering the following classes: SPD140 Stagecraft, SPD199 Theatre Practicum, SPD186 Introduction to Television Production, and SPD286 Television Production II. In these courses, students are provided with hands-on learning in their field of study to prepare them for potential careers in design and broadcasting.

## **Summary of Departmental Activities, Assessment and Use of Results**

*(completed Spring semester or on accreditation cycle)*

*(may include process flowchart)*

*Provide a brief overview of major accomplishments since the last review and how assessment results have been used to improve services/learning outcomes.*

In the area of Theatre:

- The Speech and Drama department has produced more than 20 plays since our last institutional assessment, including eight musicals, three productions involving children of the community, and two productions at the new Arnold campus (2009 and 2012).
- The Speech and Drama department worked with the Jefferson College Foundation on the Fall Into the Arts program presenting scenes from productions at the event. Scenes from *Pride and Prejudice* were presented in 2006, from *Comedy of Errors* in 2007, and from *Godspell* in 2008, all under the direction of Jane Sullivan. Scenes from *The Complete Works of William Shakespeare Abridged* were presented in 2009 under the direction of Rebecca Ellison.
- Rebecca Ellison worked with the Foundation to present Dinner and a Show. Guests were invited to dinner and a presentation on the playwright (given by the director, Rebecca Ellison) for the plays, *The Musical of Musicals! The Musical* and *Rabbit Hole*.

- Dr. Rebecca Ellison conducted a theatre workshop with the Girl Scouts of America on improvisation and makeup application (2012). A second workshop is in the planning stages for spring 2013.
- The Speech and Drama department offered Honors Theatre Appreciation at JCA for the first time fall 2012.
- In order to organize for future productions and better serve the community, the prop rooms were cleaned and re-organized and the costume room was cleaned and organized. An inventory was created of all costumes in order to more efficiently work with local schools and community groups when they borrow costumes.

In the area of Communication:

- The Speech and Drama department offered Honors Oral Communication at JCA for the first time starting in 2010.
- Speech assignments were created and utilized by all faculty (full-time and adjunct) for the Speech to Inform and Speech to Persuade to provide more continuity across sections.
- Based on assessment of other community colleges and 4 year programs, this department will be proposing a Mass Communication course and a Small Group Communication course in Spring 2013.
- To address the below benchmark enrollee success in speech, the Speech and Drama department faculty has lowered the speech presentation requirement in Oral Communication (SPD105); this course is a theory-based course, rather than a performance-based course, and the new requirements have been reviewed for transferability. The proposed changes will be reviewed by the Curriculum Committee in Fall 2012. Also, to address the below benchmark enrollee success for Public Speaking the faculty is requesting a reduction in the enrollment cap in order to dedicate more time to the required presentations.

### **Internal and External Data Collection and Analysis**

*(completed by Fall semester or on accreditation cycle)*

*Gather and analyze relevant internal and external data (link to data).*

### **Program Offerings, Enrollment and Attrition Trends**

1. Speech and Drama courses are offered at Hillsboro, JCA, and JCNW. SPD105: Oral Communications and SPD120: Theatre Appreciation are offered as honors courses and online. Speech and Drama courses are offered fall, spring, and summer; days and evenings; and in first-eight week and second-eight week formats.
2. The following courses are offered by the program:
 

SPD105	Oral Communication
SPD105H	Honors Oral Communication
SPD120	Theatre Appreciation

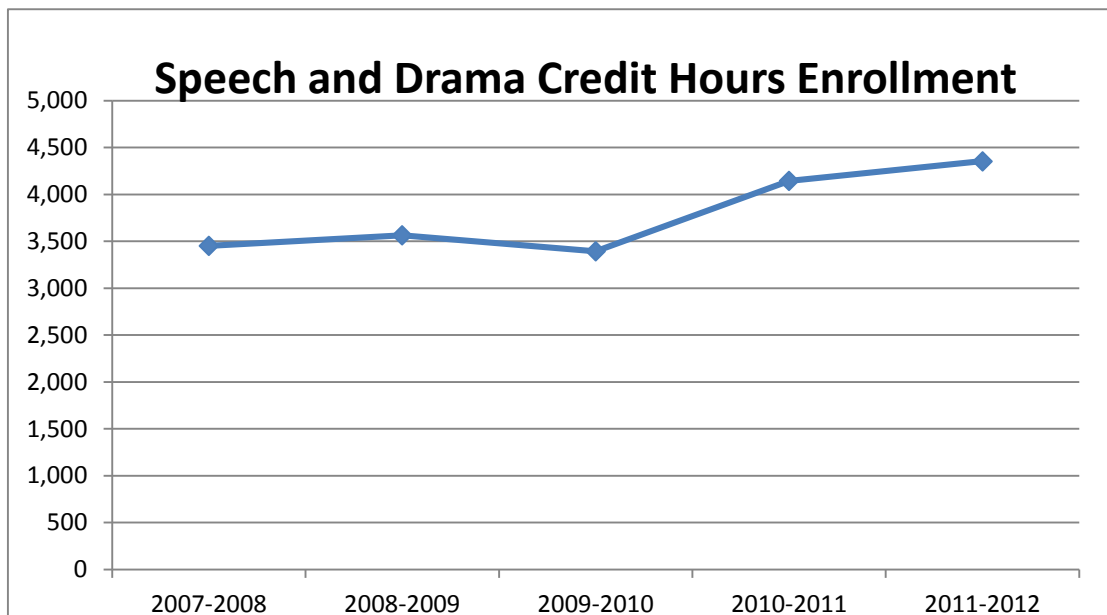
SPD120H	Honors Theatre Appreciation
SPD130	Beginning Acting
SPD140	Stagecraft
SPD175	Public Speaking
SPD186	Intro to Television Production
SPD199	Theatre Practicum
SPD286	Television Production II

All Speech and Drama courses transfer to four-year institutions as elective and general education credit.

Speech and Drama is a very efficient department. With two full-time faculty members and an average of eleven adjunct faculty, the program generates approximately **3,782** credit hours per year with class sections that generally fill at 25 seats per class.

Academic Year	Seats	Credit Hours
2007-2008	1,159	3,452
2008-2009	1,201	3,564
2009-2010	1,134	3,393
2010-2011	1,393	4,145
2011-2012	1,467	4,355
<b>Totals</b>	<b>6,354</b>	<b>18,909</b>

With the exception of one slight decline in 2009-2010, the Speech and Drama department has experienced a steady increase in enrollment since the last program review, with an overall **26%** increase since 2006-2007.



The largest increase in enrollment occurred between the years 2009-2010 and 2010-2011, when enrollments jumped by 22.2%. Smaller increases occurred in previous and subsequent years, with the exception of the period of 2008-2009 through 2009-2010, when enrollments decreased slightly, by 4.7%. This slight decrease in enrollments could be partially attributed to the loss of the TV Production adjunct faculty member and the subsequent cancellation of TV Production classes during this time period.

Because the Associate of Arts degree program includes a speech communication requirement and SPD105 and SPD175 make up the largest proportion of course offerings in the department, the departmental enrollment patterns tend to follow overall institutional trends.

According to the Faculty Indicators table, below, course attrition is 10.8% overall and 12.3 % for full-time faculty. However, the attrition rates for full-time faculty include several online course sections offered each semester.

**Faculty Indicators for Speech & Drama (SPD), (School Years 2007-2012)  
School Terms 200801 through 201203 (Summer 2007 through Spring 2012)**

Number of Course Sections Taught	Total Students	Attrition Number ("W" Grades)	Attrition Percent	Student Credit Hours Earned	Average Students	Average GPA	Annualized 5-Year Program FTE
351	6,558	710	10.8%	15,161	18.7	2.770	101.1

Notes: Attrition % represents the number of "W" grades conferred as a percentage of ALL students.  
Annualized Program FTE is the number of graded credit hours divided by 150 (30 hours/yr for 5 years).

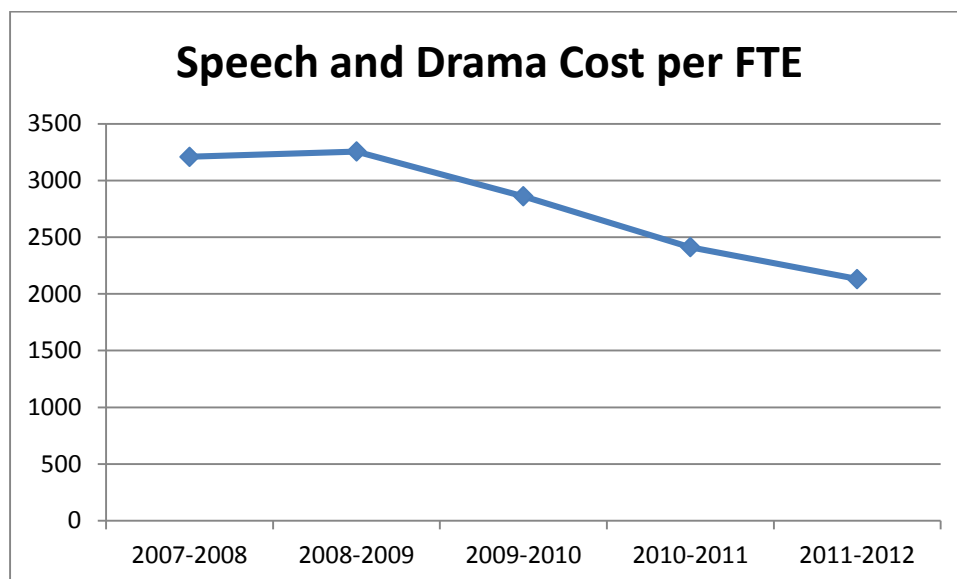
\*The following should be noted concerning full-time faculty status: Professor Jane Sullivan retired at the end of Spring 2009 and currently teaches as an adjunct. Professor Wesley Robertson retired at the end of Spring 2011. Assistant Professor Roger Tackette became full-time faculty beginning Fall 2011.

**Annual Cost per FTE and Trend Analyses**

The table below provides the Speech and Drama cost per FTE for the five year period, Summer 2007 through Spring 2012.

### Speech and Drama Cost per FTE

Academic Year	Credit Hours	FTE	Program Cost	Cost per FTE
2007-2008	3,452	115.07	369,319.11	3,209.51
2008-2009	3,564	118.8	386,748.62	3,255.45
2009-2010	3,393	113.1	323,478.84	2,860.11
2010-2011	4,145	138.2	333,318.68	2,411.90
2011-2012	4,355	145.2	309,417.35	2,130.97



After a slight 1.4% increase in cost per FTE from 2007-2008 to 2008-2009, costs have steadily decreased over the remaining four years of the period since the last Speech and Drama Institutional Assessment. This decrease in cost per FTE is directly attributable to the retirement of a full-time faculty member whose position remains unfilled.

While FTE costs have decreased due to a vacant full-time position, student success may be suffering from increased utilization of adjunct instructors. For instance, the Speech Enrollee Success Rates KPI from the September 2012 Jefferson College Strategic Plan indicate that current Jefferson College student success rates for speech are nearly 7% below the benchmark of Missouri peer institutions. In addition to increased use of adjunct instruction, there are several other possible explanations for the low rates of success, including a shrinking pool of well-qualified adjunct instructors, specifically those with speech communication backgrounds. Other possibilities for the below-benchmark success rates include high enrollment caps in SPD175, which limit student presentation time over the course of the semester, and the higher attrition in online SPD105 sections—the latter due in part to reduced instructor visual presence in online courses.

**SWOT Analysis**  
(completed by Fall semester)

*Using the data collected and analyzed, complete a SWOT analysis. Reference and link data for each.*

<p style="text-align: center;"><b>Internal Strengths</b></p> <ul style="list-style-type: none"> <li>• Highly-qualified faculty</li> <li>• Faculty participation in hiring, evaluating, and mentoring of adjunct faculty</li> <li>• Online instructor evaluations</li> <li>• Community outreach</li> </ul>	<p style="text-align: center;"><b>Internal Weaknesses</b></p> <ul style="list-style-type: none"> <li>• No multi-section assessments</li> <li>• Full-time faculty vacancy due to Jane Sullivan's 2009 retirement</li> <li>• Department name (SPD) is not representative of the departments</li> <li>• Need for integration of the TV Production/Journalism curriculum</li> <li>• Speech below benchmark for General Education Student Outcomes (Strategic Plan February 2011)</li> </ul>
<p style="text-align: center;"><b>External Opportunities</b></p> <ul style="list-style-type: none"> <li>• Program revisions 2012-2013</li> <li>• Integration of Journalism/cross-listing in new program revisions</li> <li>• Three tracks on advising guide for newly-designed program: Communications Theatre Mass Communications (TV Production/Journalism)</li> </ul>	<p style="text-align: center;"><b>External Threats</b></p> <ul style="list-style-type: none"> <li>• Enrollment caps in SPD175</li> <li>• Underprepared incoming students, particularly for online sections</li> <li>• Outdated Fine Arts Theatre sound system</li> <li>• Fine Arts Theatre safety issues/ rigging disrepair</li> <li>• Lack of qualified adjuncts</li> </ul>

**Internal Strengths:** The Jefferson College Speech/Drama department is led by highly-qualified full-time faculty who participate in the hiring, scheduling, evaluation, and mentoring of adjunct faculty for the department to help insure quality instructional delivery across sections. Faculty further demonstrate their commitment to curricular and instructional quality by conducting regular evaluations of adjunct-taught sections of online Oral Communications. The Speech/Drama department provides outreach to the community in the form of workshops for local Girl Scout troops, performances for elementary, middle school, and high school students from Jefferson County, and loaning costumes and props for various productions. These services have provided the community with entertainment and education.

**Internal Weaknesses:** Several internal factors should be addressed to increase student success and insure seamless transferability of coursework. Foremost among these is the full-time faculty position held open since Jane Sullivan's retirement in 2009. This reduction in full-time faculty may, in fact, be a contributing factor to below-benchmark student success in speech courses. The department is in the process of developing a multi-section assessment for SPD105, Oral Communication and plans to initiate an assessment of SPD175, Public Speaking, in the future. Other future changes, to begin Spring 2013, include dividing and changing the department name from SPD to COM (Communications) and THT (Theatre). With this name change, the department intends to review and revise the curriculum to improve currency and transferability. These revisions will involve moving Journalism from the English department to the Communications department and will integrate those courses with TV Production I and II for a mass communications sequence.

**External Opportunities:** In the coming years the Speech/Drama department has the opportunity to make necessary changes and develop new programs in order to meet the needs of students. Faculty are working on developing two new courses, Mass Communication and Small Group Communication, to expand the Communication curriculum and provide students more options. The department is also planning to integrate Journalism, currently ENG110 and ENG111, into the Speech/Drama department. Journalism is typically a major or a part of a Communication major at many of the transfer institutions. The addition of the new courses and the integration of Journalism would allow for more appropriate advising of students along three tracks: Communication, Theatre, and Mass Communication.

**External Threats:** Several factors external to the Speech/Drama department exist that hinder some of the opportunities and continuation of strengths. First, the enrollment cap in Public Speaking (SPD175) is too high, currently 25 students. This course requires five presentations. In order to schedule time for all of the presentations and provide enough preparation time, it would better serve the students to lower the cap to 20. Second, many of the students are not prepared for rigor of the courses, but this is particularly true in the online Oral Communication sections.

Time management, self-directed learning, and technical skills (attaching a document, etc.) are just a few of the issues. It becomes an even larger issue for the Public Speaking section because the students need more examples of presentation skills, which are currently unavailable in the online method of delivery. Third, theatrical performances within the department and for outside groups are affected by the outdated sound system in the Fine Arts Theatre. In addition there are currently safety issues and needed repairs to the rigging system that need to be addressed. This affects all performances and all groups utilizing the Fine Arts Theatre. Finally, it is difficult to find adjunct faculty qualified to teach Oral Communication. Many of the adjuncts have communication degrees, specializing in Mass Communication or Public Relations. They do not have background in Interpersonal Communication or Group Communication.

INSTITUTIONAL ACTION PLANS for *Speech/Drama / 2012*

Org	Aim	Obj	Action Plan	KPI	\$	Other Req	Responsible Party	End Date	Status	Target Year	Metric Desc	Metric Value	Benchmark Desc	Benchmark Value	Target Desc	Target Value
551	1	7	Create a proficiency requirement for online courses	2		Curriculum Committee Proposals	Director of Online/Curriculum Committee		Pending (New Plan)	Fall 2014	Proficiency requirements	0	No proficiency requirements	0	Proficiency requirements implemented	1
551	5	29	Identify and repair all safety issues, including those with the rigging system, in the Fine Arts Theatre	43	\$80,000	Services of outside vendor	Building & Grounds		Pending (New Plan)	Sp, 2013	Identification & repair of theatre rigging	0	Current condition of theatre rigging	0	Updated/safe rigging	1
551	5	28	Update the sound system and create a permanent sound station in the rear of the Fine Arts Theatre	43	\$60.000-\$100,000		TV. Prod./Instructional Support		Pending (New Plan)	Sp. 2013	Sound system updates	0	Current sound system	0	Completed sound system updates	1



### DEPARTMENTAL ACTION PLANS for *Speech/Drama / 2012*

Org	Aim	Obj	Action Plan	KPI	\$	Other Req	Responsible Party	End Date	Status	Target Year	Metric Desc	Metric Value	Benchmark Desc	Benchmark Value	Target Desc	Target Value
55214	7	39	Conduct multi-section course assessment in Oral Communication	38			Speech/Drama Faculty C & FA Division Chair		Pending (New Plan)	Fall 2013	Multi-section assessment projects	0	# of SPD Multi-section assessment projects	2	# of SPD Multi-section assessment projects	2
55214	1	3	Hire a full-time Communication faculty member	2	\$65,000	Office space and computer	C & FA Division Chair, Dean of Arts & Science		Pending (New Plan)	Fall 2014	Full-time faculty	2	TBD—Due to addition of Journalism and new course offerings to the department	TBD-- Due to addition of Journalism and new course offerings to the department	# of full-time SPD faculty	3
55214	2	14	Change the name of the department to Communication and Theatre; separate the course codes to COM for communication courses and THT for theatre courses	7		Curriculum Committee Proposals	Speech/Drama Faculty C & FA Division Chair, & A & S Dean		Pending (New Plan)	Sp. 2013	Department Name Changes	0	Current names	0	Completed name changes	2
55214	1	1	Change the enrollment cap in Public Speaking (SPD175) from 25 to 20 students	2			Speech/Drama Faculty C & FA Division Chair, & A & S Dean		Pending (New Plan)	Fall 2013	SPD175 enrollment cap reductions	5 seats	Current # of SPD seats per section	25	New SPD175 enrollment caps	20
55214	2	14	Remove Journalism from the English Department and add Journalism to the Communication/Theatre Department using a COM course code	7		Curriculum Committee Proposals	Speech/Drama Faculty C & FA Division Chair, & A & S Dean		Pending (New Plan)	Sp. 2013	Departmental change for course offering	0	Current department for Journalism courses (ENG)	0	Future department for Journalism courses (COM)	1
55214	1	7	Purchase and implement Collaborate Software in online SPD105 sections	2	\$1,500	Instructional Support	Speech/Drama Faculty C & FA Division Chair, & A & S Dean, Instructional Support		Active	Sp. 2013	Collaborate synchronous software	1 license	No synchronous software in use	0	Collaborate software purchased and implemented	1

## Evaluation

☒ Meets Expectations  
*Comments:*

☐ Requires Attention and Submission of a Follow-Up Report  
*Comments:*

☐ Does Not Meet Expectations and Requires Submission of a Follow-Up Report  
*Comments:*

Follow-up report required by: \_\_\_\_\_  
*Comments:* (Date)


## Approvals

  
\_\_\_\_\_  
Division Chair/Director  
*Comments:*

November 8, 2012  
\_\_\_\_\_  
Date

  
\_\_\_\_\_  
Dean  
*Comments:*

November 8, 2012  
\_\_\_\_\_  
Date

  
\_\_\_\_\_  
Vice President/President  
*Comments:*

January 31, 2013  
\_\_\_\_\_  
Date