



Program Review

Performing Arts Center



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HAUGH PERFORMING ARTS CENTER

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HAUGH PERFORMING ARTS CENTER

Program Review

I. Introduction – Program Overview

The Haugh Performing Arts Center (HPAC) at Citrus College is a 1,400-seat proscenium theatre venue that hosts more than 400 rehearsals and performances annually. These performances include Fine Arts Department productions (choral music, instrumental music, theatre arts, and dance), assorted touring artists and ensembles, and a variety of events sponsored by community renters that lease the facility. Approximately 100,000 patrons from throughout Southern California attend HPAC each year, although primary marketing efforts are focused within the college's geographical district.

In addition to serving as the host facility for these events, as a non-instructional support department HPAC staff also supplies services to augment the instructional programs as required. HPAC serves as the line producer coordinating multi-department budget expenditures and personnel. In general, HPAC staff coordinate, supply, or support backstage technical production needs (scenery, lighting, sound, etc) and front-of house (marketing, ticket sales, and event operations) activities.

The HPAC director serves as the curator for the college's presenting programs, currently including *Evenings at Eight*, *Sundays at Two*, and *Saturday Series for Kids*. In addition to offering a diverse schedule of events to community audiences consistent with the college mission, these programs are selected to allow multiple student opportunities as performers and technicians, as well as to provide low-cost opportunities to attend live performances that relate to ongoing instructional programs. Funding for the presenting program is derived primarily from ticket sales.

The scope, variety, and quality of performances hosted by HPAC have garnered high levels of community recognition and support, and a reputation for quality that rivals that of commercial organizations without the educational mission and goals that drive HPAC operations. Since HPAC relies heavily upon earned income from ticket sales to support costs of production, it must compete for audience with these same professional facilities and producers. Accordingly, HPAC operations, while designed to support and enhance the educational opportunities of students and community members we serve, are modeled upon entertainment industry guidelines in the areas of marketing, ticket sales, and operations. This dual-focus approach of providing student opportunities and competing in a commercial entertainment arena has helped HPAC to become a regionally recognized center of performing arts activity.

1. Relation to College Mission

CITRUS COLLEGE MISSION STATEMENT: *Citrus College delivers high quality instruction that empowers students to compete globally and contribute to the economic growth of today's society. We are dedicated to fostering a diverse educational community and cultural learning environment that supports student success in pursuit of academic excellence, economic opportunity, and personal achievement.*

The Performing Arts Center facility, services, and performances support the college mission statement in multiple ways. Fine Arts department faculty, HPAC staff, and visiting artists constantly collaborate in a uniquely high-tech facility to *deliver high quality instruction that empowers students....* As a performance venue housing a wide variety of live performances, HPAC provides a physical location that supports both a *diverse educational community* and a *cultural learning environment*. Student performers, musicians, and technicians learn skills that provide them with *economic opportunity* both while learning their skills and after moving on to pursue career goals. In both tangible and intangible ways, the presentation of arts events celebrates *personal achievement*.

By providing a facility and support staff, HPAC directly enhances the ability of the Fine Arts Academic Departments to meet Citrus College Mission Objectives. HPAC activities directly support the following components of the college mission objectives:

- offer *technological services and support for students, faculty, and staff*
- grant *opportunities for students to develop a global perspective*
- foster a comprehensive and *enriching program of extracurricular activities*
- conduct *community education programs that encourage learning at every stage of life*
- increase *career development support* for students
- advance *cultural and personal enrichment programs for the college and community members*

2. Program Description

The programs presented at Haugh Performing Arts Center include a wide variety of art forms, artists, and performances chosen specifically for their quality and diversity, to provide student opportunities, to attract community interest, and to be a core part of the college's mission to provide a cultural learning environment that supports student success. In support of this goal, HPAC's program activities accessible to the community include:

- Producing and hosting college performances featuring students of the Fine and Performing Arts Department, including instrumental music, choral music, dance, and theatre arts.
- Presenting a diverse range of artists and art forms marketed under the banners of *Evenings at 8*, *Sundays at 2*, and *Saturday Series for Kids* programs.
- Supporting campus organizations as requested for special events.
- Hosting community performances sponsored by renters of the facility.

In support of these performance activities, HPAC:

- Functions as producer of campus productions by coordinating creative, construction, rehearsal, and performance activities.
- Maintains and analyzes accounting, attendance, marketing, and other data.
- Plans and conducts marketing campaigns for performances, including maintenance of fully accessible web site of activities.
- Operates a box office with walk-up, telephone, fax, mail, and on-line sales capability.
- Staffs and operates the 1400-seat Performing Arts Center.
- Maintains sophisticated sound, lighting, and technical support systems.
- Operates a fully-equipped scenery and properties construction and painting studio.
- Stores, inventories, and organizes recyclable scenic materials.

a. Program Mission Statement

The Haugh Performing Arts Center is committed to providing a diverse range of high-quality performances and live performance opportunities for the enjoyment, education, and personal enrichment of the students and community served by the Citrus College District.

b. Goals and Objectives

- Support the vision and mission of Citrus College, specifically by providing cultural enrichment and personal achievement opportunities.
- Promote the Haugh Performing Arts Center as a premier performing arts venue in the community and region.
- Curate and present a diverse program of world-class fine arts events with educational, entertainment, and personal enrichment opportunities.
- Manage resources creatively and wisely, and generate revenue streams sufficient to support the operation of a vital Performing Arts program.
- Create and support multiple performance opportunities for students within the Fine and Performing Arts Department.
- Collaborate with Fine and Performing Arts Department faculty, staff, and creative personnel to foster high-quality and cost-effective campus productions.
- Maintain and operate a state-of-the-art live performance facility that is safe, clean, comfortable, accessible, and inviting to performers and audience members.
- Provide training facilities, equipment, and instruction to support instructional performance activities and technical production/vocational training for Citrus students.
- Provide the technical support services and expertise required by diverse productions, facility users, and campus departments.
- Provide the marketing, ticket sales, and event operations support required for successful presentation of events with a consistent focus on quality customer service.
- Allow community presenters and users opportunities to utilize the facility for community-based performances.

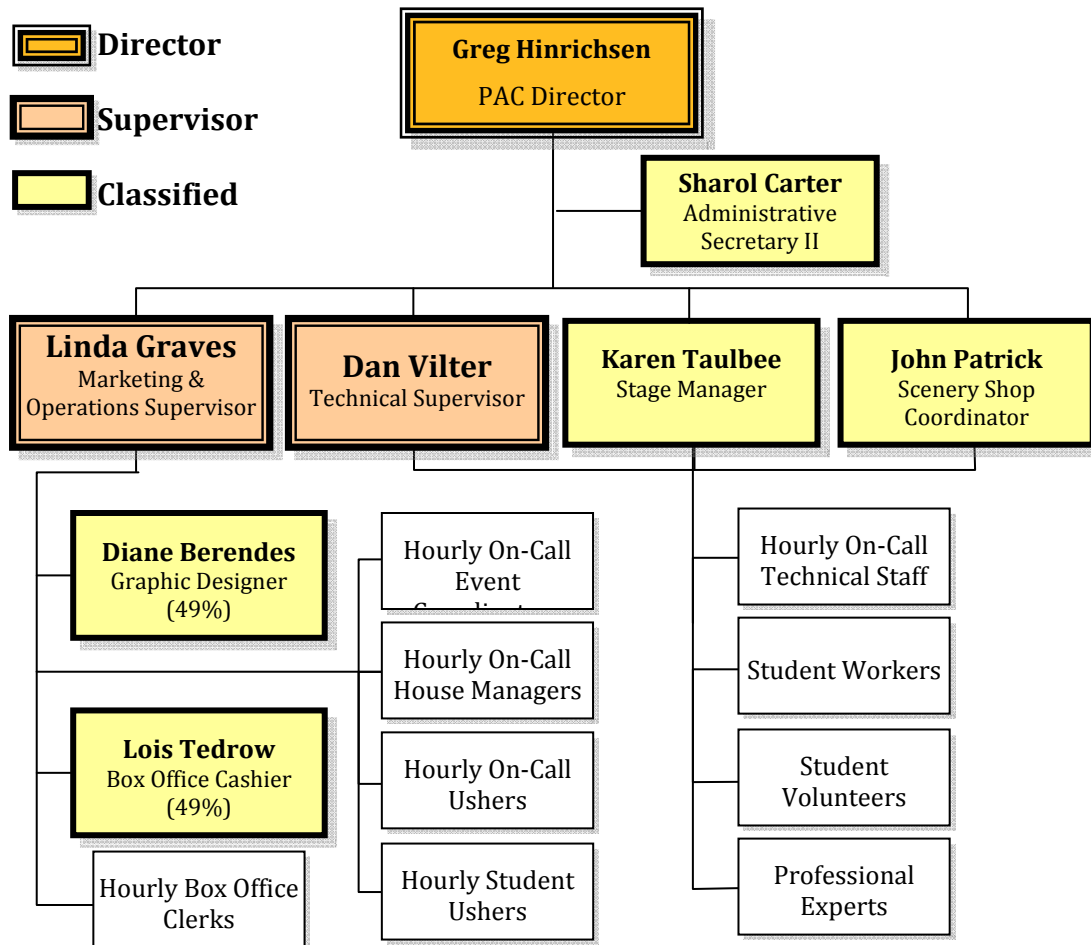
3. Staff

The Performing Arts Center has eight permanent employees: one manager, two supervisors, and five classified employees. Two of the classified employees are 49% assignments.

In addition to these permanent staff positions, HPAC relies on temporary short-term hires, professional experts, and student employees to fill performance operations

positions that are not staffed by enrolled students. These positions include stage technicians, scenery carpenters, welders, and painters, box-office clerks, event coordinators, house managers, and ushers. In 2008-2009 HPAC employed 66 students, 52 on-call employees, and 3 professional experts.

PAC ORGANIZATIONAL CHART



Job titles and brief descriptions of responsibilities of permanent Performing Arts Center staff members are as follows:

PAC Director (Greg Hinrichsen): Directs, develops, curates, and supervises PAC activities.

Marketing and Operations Supervisor (Linda Graves): Supervises marketing, advertising, box office, and events in the PAC.

Technical Supervisor (Dan Vilter): Coordinates backstage technical aspects of facility and productions.

Scenery Shop Coordinator (John Patrick): Supervises shop facility and construction of all college productions.

Stage Manager (Karen Taulbee): Coordinates crews and oversees rehearsal and performance activities for performances.

Administrative Secretary II (Sharol Carter): Performs administrative, secretarial, accounting, and reporting functions for the department.

Graphic Designer 49% (Diane Berendes): Designs and creates marketing and event support print and electronic media.

Box Office Cashier 49% (Lois Tedrow): Box office clerk for ticket sales and customer service.

Note: Formal job descriptions for all HPAC classified staff are scheduled for review and updating in 2009-2010.

HPAC is remarkably fortunate to have this skilled, enthusiastic, and dedicated core team of individuals who each bring unique skills, passions, and energy to work with them every day, sometimes far into the night, and often for many days without rest. The consistent high-quality of performances, the sheer volume of performances, the vast number of patron interactions, and even the applause received at the end of performances is testimony to the collective achievements of each of these individuals. Annual employee evaluations confirm this analysis, and the camaraderie of facility users with HPAC staff during the often-stressful preparations for performances is further testimony to their talent, professionalism, and pride in their work.

Permanent staff designer positions were eliminated in the early 1990s. When production needs include design requirements, these positions are filled by independent contractors hired for the purpose or by HPAC staff who receive stipends for this additional work not included in their job descriptions. The majority of these services are supplied for Fine and Performing Arts Department productions, and typically include scenery design, lighting design, costume design, sound design, and automated lighting programming. Funding is provided variously by Fine Arts Department and/or Performing Arts Center district budgets or associated ticket revenue accounts administered by the Associated Student Organizations (ASO).

4. Students and Community served annually

Although providing enrolled students with exposure to a wide variety of art forms from both an audience and a backstage perspective is a fundamental component of HPAC's mission, providing opportunities for attendance at fine arts events to the greater college community is an equally important part of the Performing Arts Center mission. During the most recently completed academic year (2008-2009):

- HPAC hosted more than 300 rehearsals and classes, and 195 performances of 103 different events.
- More than 102,000 Patrons attended performances at HPAC.
- 20,230 K-14 enrolled students attended curriculum-enhancing performances as part of their instructional programs.
- Enrolled Citrus College students filled more than 2,000 onstage and backstage roles.
- Approximately 80% of tickets sold were discounted for students and seniors, and 618 Citrus College students purchased ASCC sponsored half-price tickets.
- 51 Rental users utilized the facility for performances.

A detailed report of students and community served annually appears in Appendix 2: Students and Community Served.

5. Facility

History: Completed in 1971, the Citrus College Auditorium is part of a large facility on the northwest corner of the college campus, which housed, at the time of construction, theatre arts, speech, and music instructional spaces and offices as well as a black box theatre space and the large auditorium. Conceived and funded based on a joint powers agreement between the college and five local communities served, the facility was originally intended to be jointly managed. Prior to completion, local city funding changes resulted in the college emerging as sole operator of the facility, although making the facility available to community users has remained a college priority. A campus-wide barrier removal project, completed in the mid 1990s, added accessible restrooms, patron walkways, and a new ground-level box office. In 1998 two additional instructional wings housing recording arts studios, a dance classroom, a video studio, and other instructional areas were completed making the facility a regional performing arts center and connecting the HPAC stage to other parts of the facility. Major remodels

within the center have refurbished seating, enhanced the lobby, and replaced and upgraded rigging, lighting, and sound systems.

Description: The Haugh Performing Arts Center is a proscenium style theatre with a stage approximately 100 feet wide by 48 feet deep. The stage includes a fly tower with 48 line-sets and hydraulic pit elevator that will accommodate 30 musicians. The proscenium arch is 28 feet high by 54 feet wide. The seating area contains 1,434 permanent seats and six wheelchair spaces, arranged on a single tiered level with continental seating. Support areas include a patron lobby, a detached box office and concession sales area, and seven patron restrooms located immediately outside the facility. There are four dressing rooms and two restrooms located adjacent to the stage right wing for performers, and a small catering kitchen for artist hospitality needs. Additional support areas include a technical booth at the rear of the theatre; a scenic construction studio with 44-foot adjustable paint frame and both wood and metal fabrication tools; an auxiliary scenery assembly and storage area; and basement storage and work areas including equipment maintenance, prop storage, and laundry facilities.

Detailed information about HPAC facility dimensions and capabilities may be found in Appendix 1: HPAC Technical Specifications.

Location: The Haugh Performing Arts Center is located on the northwest corner of the Citrus College campus, on the corner of Citrus Avenue and Foothill Boulevard. Parking is available immediately west and east of the PAC. The facility address is 1000 West Foothill Boulevard, Glendora, CA 91741.

6. Progress on prior recommendations

This is the first formal independent program review for the Performing Arts Center. However, the completion rate on annual department prioritized projects and improvements has consistently been excellent.

II. Integration and Coordination with Other Programs

1. Instructional programs supported

Performing Arts Center support of instructional programs focuses primarily on activities culminating in performance on the HPAC stage. In addition, scenery construction, staffing and equipment support are provided as needed for Little Theatre productions, off-site performances and classroom recital and workshops when requested. The

majority of HPAC staff and facility usage time are devoted to supporting rehearsals, performances, and production activities of the following annual performances sponsored by various Fine Arts Departments:

| | |
|-----------------------------|--|
| Vocal Music: | Christmas Is. . . Spring Pop Show Women's Ensemble Pop Show |
| Music Theatre Workshop: | Fall Musical Spring Musical |
| Instrumental Music: | A Night of Music From Film Battle of the Big Bands Sierra Wind Symphony Concert Blue Note Swing Orchestra |
| Dance Department: | Holidance Concert Spring Dance Concert |
| Citrus Summer Conservatory: | Musical Production Workshop |
| Theatre Arts Department | 3-7 productions each academic year Summer Theatre productions |
| Fine Arts Department: | Recruitment activities KENSHU program |

Construction of the adjacent Recording Arts Complex completed in 1998 included facility renovation allowing the HPAC stage to serve as a supplemental large performance space connected to the Recording Arts equipment rooms. The Recording Arts program and staff often share space, equipment, and personnel with the PAC, thereby increasing HPAC's ability to support of a variety of instructional program needs and performances.

Although the Performing Arts Center is a non-instructional department, it is supervised by the Dean of Fine & Performing Arts, and works closely with faculty and staff of the Fine Arts Department to assess and facilitate production needs. Funding that supports college productions comes from multiple District cost centers within both the Performing Arts Center and Fine Arts Department, as well as from revenue from ticket sales and off-campus performances. The PAC director functions as line producer for all Fine Arts Department events in the Haugh Performing Arts Center. HPAC staff is involved with production planning from the beginning of production, through creative

planning and personnel decisions, and throughout construction, load-in, rehearsal, performance, and strike of department events.

On behalf of all facility users, HPAC staff operates and maintains the stage, seating area, lobby, scenery shop, basement storage areas, equipment storage, and auxiliary scenery areas along with their related tools and equipment. In addition, HPAC staff supervise marketing, box office operations, and front-of-house supervision as required by performance schedule, maintaining all appropriate accounting records and production histories.

Theatre Arts department productions (and the annual Women's Ensemble Pop Show) take place in the Little Theatre, a flexible-seating black box space that is also a primary instructional venue for the Theatre Arts department. Although department faculty supervise production in this space, HPAC staff handle ticket sales and marketing for these productions, as well as provide scenic construction and load-in support routinely and other services as performance needs arise. HPAC personnel maintain specialized theatrical tools and equipment used in both performance spaces.

2. Student Services and campus department programs supported

In addition to Fine Arts Department, PAC sponsored, and community performance activities, HPAC also hosts events by the following campus users of the facility:

- Associated Students – various sponsored assemblies as requested.
- Convocation – HPAC hosts this annual event, and provides technical support and planning assistance.
- Cosmetology – Program graduations, hair shows, and fashion shows are held in HPAC when requested.
- Kiwanis – Annual arts luncheon hosted by college president is held onstage.
- Nursing – Program graduation ceremonies.
- Student Recruitment – This multi-department sponsored event hosts approximately 2,000 high school students during the annual two-day event.
- Taste of Autumn – Staging and technical support, as well as auction contributions for this annual Foundation-sponsored fundraising event, are provided by HPAC.

HPAC also coordinates message requests, schedules, and programs messages appearing on the electronic campus marquee located at the main campus entrance on Citrus Avenue and at the intersection of Barranca and Foothill.

3. Campus programs and department utilizations

In addition to the Fine Arts instructional programs noted previously, the Performing Arts Center works closely with and/or utilizes services provided by the following college programs and departments:

Admissions and Records – As administrator of the College’s music licensing contracts with ASCAP (American Society of Composers and Publishers), BMI (Broadcast Music, inc.), and SESAC (Society of European Stage Authors and Composers), the HPAC director consults periodically with the Office of Admissions and Records to supply accurate data related to full-time enrollment numbers.

Child Development Center – HPAC annually invites the student population to attend one or more age-appropriate events held by HPAC at no cost, and occasionally supports CDC special event planning and activities.

Construction Planning – HPAC staff have been closely involved with construction planning meetings for the campus barrier removal project, recording arts complex construction, art department building planning, and student services building construction.

Campus Clarion – Student journalists and photographers are encouraged to attend, review, and report on HPAC activities to the campus population. The PAC annually contracts for advertising space in every issue.

Cosmetology – Cosmetology students and faculty participate in the design, application, and backstage performance needs of hair and make-up design for multiple Fine Arts Department events.

Counseling – HPAC relies on counselors to provide occasional assistance to student employees demonstrating unusual psychological behaviors in the workplace.

External Relations – HPAC works closely with the Office of External Relations to ensure compliance with College standards for printed materials, making sure that Board of Trustee rosters are up-to-date, and college style guides are followed.

Facilities – HPAC provides the facilities department with monthly updates of facility use needs to co-ordinate exterior lighting, HVAC, and custodial requirements for rehearsals and public performances, and relies on the Facilities Department to schedule requested

services, respond in cases of systems failures, provide lock and key services, fire alarm systems maintenance and response, and to conduct routine facility repairs as requested via the campus work-order system.

Facility Usage – Rental users of HPAC work directly with the director to schedule rehearsal and performance dates in the facility and coordinate production activities, but HPAC relies on the Facility Usage Office to facilitate completion of appropriate paperwork, send invoices, collect payments, and ensure that insurance obligations are met.

Fiscal Services – Like all campus departments, HPAC relies on the Purchasing Department to process all purchase orders for goods and services purchased with District funds, and to make appropriate payments when items are received.

Food Service – When facility users or department productions require catering during events, HPAC coordinates with campus food service to make appropriate arrangements. Purchases of artist hospitality items occasionally are made through department suppliers.

Foundation – HPAC works with Foundation personnel in a variety of ways, including tracking of Golden Circle donations and related ticket distribution, preparation of accurate and timely donor lists for programs, gift certificate requests, and coordination of hosted party events in conjunction with performances.

Health Center – HPAC staff get annual flu shots from the health center, and also occasionally send student workers to the campus nurse or doctor on call when necessary.

Human Resources – As one of the largest campus users of temporary hires, consultants, and hourly labor, HPAC works closely with the Human Resources Office to ensure that necessary personnel are properly hired and processed.

Mail Room – HPAC staff relies upon the campus mailroom for daily delivery and pick-up of incoming and outgoing mail both on and off campus.

Payroll – HPAC works closely with the payroll office to ensure that all types of payments to personnel are accurately disbursed and appropriately debited from a wide variety of funding sources.

Reprographics – HPAC utilizes the services of the Reprographics Department for all printing needs associated with PAC and Fine Arts department performances, including, brochures, fliers, posters, show programs, business cards, etc. The HPAC graphic

designer works closely with Reprographics staff to allow adequate printing time, seek cost-effective printing solutions, and deliver a consistent graphic look to PAC events.

Risk Management – HPAC forwards reports involving patron and employee accidents and potential workers compensation and liability claims to this office for follow-up and resolution.

Safety Coordinator Office – HPAC coordinates safety training, signage, life safety, fire safety, and other compliance issues with the campus safety coordinator, and PAC department personnel receive forklift certification through the office as well. The safety coordinator also facilitates recycling and hazardous waste disposal activities.

Security – HPAC provides the security department with a continuously updated calendar of rehearsals and performances in the facility, to ensure they are aware of patron parking requirements for public events, and relies on Security to provide patron support as required and to respond in emergencies.

Student Business Office – HPAC deposits all monies derived from ticket sales, concessions, and related income with the student business office, and relies upon them to keep accurate accounting records of all monies deposited in accounts. HPAC also relies on the office to prepare checks as requested for all payments for obligations of HPAC derived from these funds. Separating the money-collection facility (box office) from the accounting function is one of the primary check-and-balance systems utilized to ensure accountability for all revenue received and expended.

Student Employment Office – HPAC regularly posts on-call and short-term hire positions with the student employment office. A significant number of HPAC ushers are students who learn of the opportunity from this office, including many foreign students with limited employment opportunities.

Tec Services – HPAC has twelve computer workstations on staff desks and in facility workspaces, and relies on Tec Services to provide routine support, software updates, and occasional special needs. Although specialized third-party point-of-sale computers and sales devices are supported by outside vendors, HPAC relies on Tec Services for dedicated internet connectivity, multi-line phone systems, and power back-up systems to protect this specialized system. In addition, HPAC personnel frequently rely on Tec Services staff to assist with configuring, training, and specialized computer functions utilized in lighting and sound control.

Transportation – HPAC is a frequent user of campus vehicles, including cars, vans, and equipment trucks.

III. Program Self-Evaluation

1. Data reporting

HPAC compiles, archives, and reports a wide variety of data and makes it available as required by facility users and supervisors.

Daily or regular operations data reports include:

- End of day reports: A daily report prepared by box office staff, containing detailed records of all ticket sales and reservation activity for the day.
- Event Reports: Prepared after every public performance by the stage manager. Report includes event staging requirements, crew roster, actual event timeline information, description of performance activity, technical items maintenance notes, and billing information if applicable.
- House Manager Reports: Prepared after every public performance by the House Manager. Report includes crew sign-in and out times, facility checklist information, attendance and buyer type count, and event time line information.
- Event Coordinator Report: Prepared following each rental use of the building, and provides detailed account of front-of-house activities.
- Daily sign-in sheets: Completed daily for scene shop employees, and as required for performance and house staff crews to record arrival, departure, and work assignment information.

Monthly or occasional operations data reports include:

- Time cards: compiled from daily time sheets and entered into a custom data base to track hours worked by hourly employees and to accurately assign budget codes from various sources.
- Time sheets: prepared by all permanent staff to record time worked and numbers and types of absences.
- Event Sales Reports: Prepared as requested by artist managers or campus producers. Utilizes data captured by Select® ticketing systems box office software, and provides detailed information about ticket buyer types, and sales to date.

Periodic or annual data reports include:

- **HPAC Technical Specifications:** a highly detailed fact book describing the facility, capabilities, and ancillary support services available to users of HPAC. Includes inventory of available equipment information and services available; updated annually (See Appendix 1).
- **Students and Community Served:** Prepared annually to track students, community, classes, and participation in HPAC activities (See Appendix 2).
- **Attendance report:** prepared every six months, providing production title, date, sponsor, and attendance totals for all events with audience in attendance (See Appendix 3).
- **Event income summary:** An archival report prepared annually at completion of season to track artist fees paid, ticket sales revenue, and attendance at events (See Appendix 4).
- **Revenue Summary:** prepared annually to track all monies generated by PAC activities (See Appendix 5).

Reports are archived in both printed and electronic form. Raw data are captured and stored electronically on a variety of systems with a variety of programs, and HPAC often responds to requests for specific detailed show reporting information. Event folders, which collect copies of all paperwork and correspondence during production period, are annually edited and then stored in a permanent archive.

The Director of the Performing Arts Center also maintains campus-wide music licensing agreements with ASCAP, BMI, and SESAC. The department prepares annual enrollment reports for each company and provides program information to these licensing agencies as required.

2. Access

Facility: HPAC has been ADA (Americans With Disabilities Act) compliant since completion of the campus-wide barrier removal project in the mid 1990s added numerous ramps, reconfigured the seating area, relocated the box office, and added numerous handrails and accessible restrooms. Adequate patron parking is adjacent to the facility except during hours when a large number of classes are in session. Since the beginning of construction of the Student Services building in summer 2008, lack of parking locations has created significant patron disruption and longer walks from available parking to building entrances. Drop-off locations for arriving buses have been

limited to the Administration parking lot, requiring additional staffing to ensure patron safety. No bus parking is available on campus during weekday performances.

Program: The Performing Arts Center is available and accessible to everyone in the Citrus College community, and to the public. The Center director maintains a frequently updated calendar of public events (which also appear on the college Yahoo calendar) as well as departmental scheduled uses of the facility for rehearsals and technical activities.

Patron: Although reduced from previous levels due to budget concerns, the box office is open for on-site sales five days per week, five hours per day, and one hour prior to all performances. The hours of operation are sufficient to meet patron needs. The box office processes ticket orders in-person, by telephone, via fax, and through postal mail. In addition, tickets are available 24/7 via our online web portal hosted by Tickets.com®, and accessible from the HPAC website, www.haughpac.com. The HPAC website contains comprehensive information about events, programs, services (including services for patrons with special needs), and access to the center. The site meets the same Federal and State accessibility and compliance standards as the Citrus College website.

3. Success

Evaluating “success” in any performance-oriented or fine arts environment requires a carefully crafted definition of the word. In the professional and commercial world, objective measurements of success are based upon profitability and related statistics such as audience size, program growth, repeat customers, and costs per seat. The educational environment within which HPAC operates places high value upon providing student performance opportunities, enhancing the reputation of the college, community recognition of the program, availability of cultural options, attracting new students to the college, and other activities that support the mission of the college. Student learning outcomes attempt to quantify student growth and learning as performers, technicians, and audience members. Qualitative reviews, which attempt to evaluate the “quality” of performances are inevitably subjective, but can factor heavily in a program’s perceived “success.”

One approach to measuring success is to compare the program with other programs of similar scope and with similar missions and aspirations. By this measure, the Haugh Performing Arts Center is an unqualified success. No other community college in California has a program and facility of similar size, diversity, and ambition. The foresight that enabled construction of the 1400 seat Haugh Performing Arts Center nearly 40 years ago has enabled the college to build a program far beyond the scale of most two-year institutions, particularly when both the quantity and quality of in-house productions and professional presenting activities and their interconnection are considered. Facilities of the size, scale, and technical capabilities of HPAC in community

colleges are rare; other community colleges with such diverse programming are nearly non-existent. Only in a few four-year institutions with large programming subsidies are comparable presenting programs to be found, and even these rarely, if ever, offer as many examples of close inter relation between students, faculty, and professional activities.

Another valid approach to measuring the success of PAC programs and services is to note facility user satisfaction levels. In this arena, HPAC's success rate is particularly high. Despite a demanding performance schedule and frequently intense technical rehearsal schedules, both of which are potentially stressful for users and HPAC staff alike, Fine Arts Department faculty, staff, and students are virtually unanimous in their praise of HPAC's supporting efforts, and generous with sharing praise when department productions earn accolades. Consistently, HPAC is a facility wherein successful productions are mounted – made possible by a well-planned and well-maintained facility, by conscious attention to details surrounding productions, and by high levels of client support. Visiting artists to the facility echo campus users in their praise of both the facility and the staff, and these positive comments are consistently heard from rental users as well.

Due to the recent economic downturn, and resulting reduction in expenditures by the college, HPAC staff expect that many measurement tools involving numbers are likely to shrink for the foreseeable future. Far from indicating that the program is becoming less successful, it can equally easily be argued that the long-term strength and stability of the program have positioned it well to adjust as required by external events and continue to support the college mission to the greatest extent possible. This ability to adapt and change is a vitally important program asset, equally fundamental to program success in good economic times and bad.

Objective data alone are not adequate measure for any program that aspires to inspire, to create, to showcase, to entertain, to educate, to foster community, and to support a college mission. However, data from the recently completed 2008-2009 season that strongly suggest that HPAC is a strong and vital program include:

- 2008-2009 was the 38th consecutive season of operation
- Generated \$995,837.00 in revenue from operations
- Sold more than 50,000 tickets
- Provided 1,700 student performance opportunities
- Provided 947 student technical support opportunities
- Offered 195 public performances
- Conducted more than 165 rehearsals
- Housed more than 170 class instructional activities
- Reached a patron database of more than 36,000 entries
- 83 percent of 2008-2009 rental users were repeat clients

By any reasonable measure, HPAC's program deserves the label "successful." Staff interactions with peers at surrounding arts venues indicate that sales statistics continue to compare favorably with friendly competitors. Community feedback continues to indicate appreciation for the performance opportunities afforded by HPAC. Careful use of resources has positioned the department to weather the current downturn successfully. Board of Trustee member public comments about campus productions are frequent, and consistently favorable. Administrator support for the program has been consistently strong, and direct supervisors of the department have consistently encouraged both the PAC's independent entrepreneurial activities and close working relationships and involvement with Fine Arts Department performance activities.

4. Student Learning Outcomes

As a non-academic department, the college mission-supporting tasks of the Performing Arts Center facility and programs are threefold:

- (1) To provide facility and support services to the academic department users of the facility.
- (2) To offer cultural and life-enhancing opportunities to attend arts events and programs.
- (3) To serve as a community support facility for rental users of the building.

Opportunities provided by each of these activities directly support faculty-identified and defined core competencies, which in turn lead to student learning outcome behaviors. Core competencies that are clearly supported by PAC activities include:

1. *Communication: (personal expression):* Student performers will practice their performance skills for public audiences, utilizing both verbal and non-verbal skills. Audiences will develop listening skills and techniques by attending performances in a comfortable and well-equipped facility.
2. *Computation:* N/A
3. *Creative, Critical, and Analytical Thinking:* HPAC will provide a forum, and offer frequent and diverse opportunities for student creativity in performance. In addition, students and audiences will have multiple opportunities to develop and apply critical analysis to the evaluation of performances presented in a variety of arts disciplines.

4. *Community/Global Consciousness and Responsibility:* HPAC presenting activities provide audiences with exposure to a broad spectrum of art forms from diverse regional and global cultures.
5. *Technology:* The HPAC facility utilizes cutting edge performance enhancing and supporting equipment in lighting, sound, and video production.
6. *Discipline/Subject Area Specific Content Material:* the HPAC production facility offers Fine Arts Department and other users an environment that is safe, spacious, well-equipped, and regionally recognized as a laboratory facility well-suited to the practice of performance and technical support activities necessary for the presentation of a variety of fine arts disciplines.

Course Level: Understanding the connection between PAC academic support activities and student learning outcomes at the course level requires a clear understanding of the facility and services that the PAC provides for the academic departments it serves. These departments are primarily the programs within the Fine and Performing Arts Department that have live performance components: vocal music, instrumental music, theatre, and dance. In each of these areas, classroom instruction is supplemented by and often culminates with public performance. To support these efforts, HPAC provides the performance facility, technical equipment required, support staff, and student supervision necessary to successfully facilitate the creation of fully produced programs that maximize opportunities for student participation and learning. Simply put, the PAC provides students with the facility, the technology, the means, and the opportunity to pursue the application of skills learned in the classrooms of the Fine Arts Department.

Both the Fine Arts Department and the Performing Arts Center share the goal of presenting high-quality performances to showcase student work. As the academic arm, instructors of the participating students from the areas of music, dance, theatre, recording arts, and theatre technology are better equipped and positioned to develop and assess student learning outcomes at the course level, although the PAC deserves co-recognition for results achieved. As stated previously, the PAC's role is one of providing supporting facilities, technology, means, and opportunity for the achievement of student learning outcomes. Measured by applause, community recognition, economic stability of the program, and student successes following time spent at Citrus, indications are that the PAC is successfully promoting positive SLOs for academic department users.

Institutional level: In addition to the direct academic department support mentioned above, the presenting and rental support activities of the PAC have been consciously developed and refined to support multiple objectives of the Citrus College Mission Statement. As part of the college's desire to "advance as a dynamic center for life-long

learning,” PAC programs and services directly support the following institutional objectives:

- Prepare students to transfer to four-year colleges and universities;
- Offer technological services and support for students, faculty, and staff;
- Grant opportunities for students to develop a global perspective through curriculum with international and multi-cultural applications;
- Furnish support services for the intellectual and personal development of all Citrus College students;
- Foster a comprehensive and enriching program of extracurricular activities;
- Increase career development support for students, faculty, [and] staff through career exploration;
- Advance cultural and personal enrichment programs for the college and community members.

Far from being limited solely to providing enrolled students with the opportunities afforded by an active Performing Arts Center, the PAC reaches out to the greater community and provides multiple opportunities for a wide variety of cultural enrichment and fine arts related performance activities. Attendance at PAC events is often an initial point-of-contact with Citrus College for community members, and many K-12 students have their first contact with live theatre, and even a college campus, while attending performances in the PAC.

Measurement: Measuring learning in any fine arts discipline, either by participants or audience members, is complex for a variety of reasons. As noted above, student participant learning is more appropriately measured within the academic departments utilizing the PAC. Measuring audience learning requires data and demographic data that the PAC does not collect, since its mission is to serve the entire college district without discrimination. For this reason, the best sources of measurement data are found by tracking fine arts event attendance and participation opportunities. The following chart details data collected during the most recently completed (2008-2009) academic year:

Students and Community Served: 2008-2009
Haugh Performing Arts Center

| | Fine Arts | E@8/ Sun @2 | Passport | SSK | Rentals | Campus/ Other | Totals |
|---|-----------|----------------|----------|-------|---------|------------------|---------|
| Number of Performances: HPAC & Little Theatre | 88 | 17 | 20 | 16 | 50 | 4 | 195 |
| Number of Rehearsals (HPAC) | 128 | 4 | 0 | 2 | 29 | 3 | 166 |
| Number of Class Meetings (HPAC) | 172 | 0 | 0 | 0 | 0 | 0 | 172 |
| Number of Patrons | 34,148 | 11,131 | 4,790 | 8,776 | 41,682 | 1,908 | 102,435 |
| Student Attendance: Weekday Performances | 6,828 | 0 | 0 | 0 | 13,402 | 0 | 20,230 |
| 1/2 Price Student Tickets Sold (HPAC) | 478 | 102 | 38 | 0 | 0 | 0 | 618 |
| Student Participants: Performers | 1,692 | 23 | 0 | 0 | 40 | 1 | 1,756 |
| Student Crew: Production Support Assignments | 209 | 130 | 67 | 56 | 278 | 17 | 757 |
| Student Lab Participants: Job Shadow Assignments (HPAC) | 190 | 44 | 0 | 0 | 6 | 0 | 240 |
| Student Lab Participants: Little Theatre | 265 | 0 | 0 | 0 | 0 | 0 | 265 |

5. Compliance

HPAC programs and operations address and are consistent with the college mission and objectives. Operations of HPAC are compliant with all applicable Board Policies and Regulations as they apply to the day-to-day and long-term activities conducted by the Center. HPAC staff comply with campus guidelines and procedures defined by each of the various departments that provide support services, including submission deadlines, financial records, etc. In addition, HPAC complies with the following external agency requirements:

- HPAC's facility was renovated in the mid 1990s to achieve ADA (Americans with Disabilities Act) compliance. Patron accommodations, including accessible

restrooms and counters, assistive listening devices, special needs parking, level paths of travel, and assisted seating accommodations are available and publicized in multiple department publications.

- The department's website is compliant with all accessibility requirements applying to community colleges.
- The Haugh Performing Arts Center meets building and fire standards prescribed by the State of California and Glendora Fire Department, and works closely with inspectors and facilities office when corrections are needed. Issues currently under review include the occupancy rating of the Little Theatre, and installation of fire-safe double doors between the dressing room area and adjacent corridor.
- House managers and ushers receive annual CPR training certification.
- Technical personnel who operate forklifts receive training and are recertified every three years.
- HPAC staff comply with Board of Trustee and Arts Presenters Association ethical standards.

6. Student eligibility

All enrolled students in Fine Arts Departments are eligible to participate in department production activities. Citrus students that pay the ASCC student activities fee are eligible to purchase tickets to events at one-half the published price on the day of performance.

7. Program services

HPAC staff provides the wide variety of services required to plan and execute a diverse program of arts events to the community. These services fall generally into two broad categories:

- (1) *Technical* services include all of the functions required to showcase performing artists in a setting appropriate to the art form. These services include:
 - a. Coordination of advance arrangements, including travel and lodging arrangements, load-in and set-up scheduling, artist hospitality requirements, back-line gear needs, and stage setting requirements including draperies, platforms, chairs, and stage dressing.

- b. Sound reinforcement: set up and operation of technical equipment including microphones, speakers, monitor systems, and recording equipment necessary for the presentation of the artist.
 - c. Lighting: set-up and operation of lighting fixtures, specialty equipment, and control consoles as dictated by artist requirements.
 - d. Artist accommodations, including dressing rooms, restrooms, showers, make-up areas, quick-change booths, prop tables, and other specific requirements requested by artists.
 - e. Staffing of backstage crew assignments as required, including stage management, fly rail operators, stage crew, lighting control operators, follow spot operators, sound operators, and video control operators.
- (2) *Front of House (FoH)* services include all of the functions required to invite, attract, and serve audience members at performances. These services include:
- a. Marketing operations, including marketing campaign development, design and distribution of brochures and fliers for delivery via direct mail and other means, maintenance of a website, online marketing program, operation of the campus marquee, group sales marketing, print advertising, radio advertising, and related services designed to “spread the word” about HPAC performances.
 - b. Box office services include regular hours of operation five days a week and one hour before all performances. Ticket sales services are available in person, by fax, by phone, by mail, and online. The box office also answers questions about events, assists with group arrangements and patron special needs, and generally functions as the primary customer service arm of the PAC.
 - c. Event operations services are day-of-event activities that support patron arrival and seating at events. House managers and ushers take tickets, distribute programs, assist with seating, provide assistive listening devices, assist patrons with special needs, ensure the safety of patrons at events, and clean the seating area at conclusion of event.

In addition to these core services required for the successful operation of all events, HPAC also provides the following services to Fine Arts Department productions:

- a. Planning: HPAC participates in planning and design meetings for fine arts department productions, including show selection, show development, and calendar arrangements.
- b. Production management: The PAC director serves as line producer for most major Fine Arts Department productions. Services include arranging for personnel, purchasing of required materials and supplies, scheduling, preparation of budgets, and arranging performance rights contracts.

- c. Construction: The scene shop and PAC shop coordinator supervise all construction activities of scenery required for performances in both the 1400-seat Haugh PAC and the smaller black box theatre. Sets are constructed based on plans supplied by various designers, utilizing on-call workers, student employees, and enrolled students from theatre department classes.
- d. Instruction: Instructional activities regularly take place in the scene shop and stage area, supporting students in the live sound, lighting, and technical theatre classes. HPAC staff assist instructional faculty as required in these activities, and enrolled students regularly receive instruction from HPAC personnel while job shadowing at scheduled events.
- e. Rehearsal support includes making available the facility, and required HVAC, lighting, and sound playback equipment.

In addition to the above services, HPAC also assists often-inexperienced rental users of the facility by making them aware of facility capabilities and assisting with event planning, as well as providing technical and front of house support personnel during rental performances.

8. Funding, expenditures, and accountability

Funding: HPAC's core operations are funded from cost center 9030 (Performing Arts Center). Expenditure line items within the budget include staff salaries and benefits, hourly labor, supplies, consultants, rentals, repairs, service contracts, advertising, campus music licenses, postage and mail preparation, and printing. Ticket sale revenue is deposited into appropriate ASO accounts, and the proceeds are utilized to fund additional costs of production and operations. Donations to the Performing Arts Center are deposited into a Foundation account. One-third of revenues generated from PAC rentals are deposited into a restricted account for facility maintenance and equipment replacement. In 2008-2009, District support for cost center 9030 (Performing Arts) totaled \$994,809.00. Revenue collected from ticket sales, PAC rentals, and other sources totaled \$995,837.00.

Expenditures: Purchases utilizing district funds are initiated utilizing the campus Escape system to generate purchase orders. Personnel expenditures are paid based on monthly time cards submitted by the department on behalf of all hourly employees, and via stipend or consultant requests approved by the Board of Trustees. Expenditures of ASO funds are made utilizing check requests submitted to the student business office.

Accountability: Purchases funded from district funds are signed for by warehouse staff or HPAC staff, depending upon delivery location. HPAC staff verifies accuracy of all invoices by signature, and forwards invoices to accounts payable office for payment. The department maintains an up-to-date record of all purchases and monitors monthly expenditure reports to ensure accuracy. Time cards for all hourly employees are

prepared by the department secretary, from data recorded on daily time sheets verified by supervisory personnel, and time cards are reviewed and approved by the PAC director. Requests for stipends and consultants are reviewed and approved by the PAC Director, Dean of Fine and Performing Arts, and Vice President of Academic Affairs prior to inclusion on the Board agenda. Purchases from ASO funds are approved by the PAC director prior to submission of signed check request with original invoice to ASO accounting office.

The PAC director annually requests and receives approval from the Board of Trustees to sign performance contracts on behalf of the district. After execution, HPAC staff work with student business office and artist representatives to ensure that all payments required, including California Franchise Tax Board withholding amounts, are properly made and documented in timely manner.

Box office procedures with appropriate checks and balances are in place to ensure that all monies received are accounted for and deposited into appropriate revenue accounts. Point-of-sale computers are password protected to ensure that every printed ticket is recorded and assigned to a specific operator. Cashiers prepare an end-of-day statement and deliver monies received to the Department secretary, who checks for accuracy and delivers deposits to the student business office. Receipts provided for these deposits are crosschecked internally for accuracy, and monthly reports are checked again.

HPAC conforms to all district procedures for handling of money and reporting of expenditures, and maintains additional internal security measures to ensure that all cash transactions pass through a minimum of two different handlers. Cash discrepancies are reported, documented, and explained in daily reports. The Center director monitors district budget expenditures to ensure that cost center line item expenditures do not exceed department allocation.

9. Green environment

The Haugh Performing Arts Center contributes to a green environment by:

- Energy savings – Light fixtures throughout the facility contain energy efficient lamps and utilize motion-sensing technology where practical. Stage lighting strip-lights have been replaced with low-voltage fixtures utilizing MR16 lamps. Automated stage lighting fixtures utilize high efficiency arc-source lamps. A monthly calendar of facility use times is sent to the facilities office to allow the campus-wide centralized computer-monitored HVAC system to be programmed only when necessary.
- Recycling – Paper, toner cartridges, bottles, and cans are recycled via the campus-wide system. Batteries utilized for wireless microphones during

performances are first recycled to reuse for rehearsals and in usher flashlights, then to warehouse for disposal. When possible, scenery is built in reusable modules and stored for future reuse. Disassembled scenery lumber is stored for reuse whenever possible. Discarded steel is recycled.

- Conformance with materials mandates – HPAC utilizes paints, solvents, and construction supplies that comply with California regulations and are, in most cases, water-soluble. Environmentally toxic materials are stored and disposed of using approved methods.

10. Facility & Technology

a. Description:

A comprehensive document that describes in detail HPAC's facility and technical capability may be found in Appendix 1: HPAC Technical Specifications.

b. Needs / Trends

Facility: A challenge for any facility like HPAC, which aspires to compare favorably with similar venues, is to ensure that the technology in use remains current. Innovations in lighting, sound, automated fixtures, green technology, ticketing systems, and related digital technologies are continual. In addition to the ongoing need to repair and maintain complex equipment, replacements and upgrades of computers, microphones, lighting fixtures and other hardware are constantly required to offer artists the tools they require for performance and students the facilities they need to prepare for careers. These ongoing needs, combined with a likely shortage of funds for equipment upgrades, will make careful analysis of “needs” versus “wants” a critical component of facility planning. Areas that will undoubtedly need careful scrutiny and some degree of expenditures in the next five years include:

- Microphones, especially wireless microphones currently in use that will become obsolete if pending legislation restricts available microphone frequencies.
- Computers and related hardware and software, with three- to six-year life expectancies will continue to need periodic replacement.
- Lighting instruments will continue to need replacement, especially when and if legislation currently on the horizon either limits the availability or increases the cost of the incandescent lamps currently in use.

Additional technology needs are identified in section V-3: Technology Needs.

Program: As HPAC adapts to reduced funding levels, careful attention will need to be given to a cost/benefit approach to current presenting practices. Audience trends indicate that HPAC's core community audience is aging, and in recent years attendance at evening performances has declined, although afternoon attendance has increased. Season subscription numbers have declined, resulting in the 2009-2010 cancellation of the *Passport to Travel* film series. Competition for entertainment dollars in the southern California region is intense, and attracting significant numbers of new audience members will require personnel and financial resources not currently available. Several years ago, HPAC began a slow but consistent effort to reduce dependency on presented (externally booked) activities, and increasingly focus resources on developing student participation activities, while simultaneously maximizing revenue potential by careful programming choices. Continuing these efforts and involving all stakeholders as the future direction of HPAC's activities over the next five years continue to evolve will represent perhaps the greatest challenge for the department if it is to continue to thrive in an environment where growth is impractical and yet where providing student and community opportunities remains a priority.

11. Planning

Short-term planning: HPAC has well-established procedures in place for planning the activities required for the successful presentation of upcoming events. Primary support tools for these efforts include shared electronic event files, staff meetings, e-mail communication, and daily conversations among staff, Fine Arts Department faculty and staff, students, and visiting artists.

Seasonal planning: Events at HPAC are often scheduled two years or more in advance, frequently before campus academic calendars are finalized. The PAC director works closely with touring artists, facility renters, and Fine Arts Department faculty and staff to make them familiar with deadlines in order to plan and publish an annual brochure well in advance of the first programs. Staff begin intensive meetings on such major events as *Christmas Is...* as much as a year in advance, to allow adequate time for show creation, design, implementation, and installation. Although dilemmas arise as assumptions change – most recently, in the areas of expected funding and anticipated ticket sales – the close communication process has successfully allowed the HPAC to adjust expectations and continue to meet its mission.

Long-term planning: On an informal level, long-term planning grows out of user observations and requests during daily operations. It is anticipated that the creation of this program review document, and subsequent annual updates, will provide a valuable tool for formally recognizing trends impacting the success of the program and the changing needs of users. With future funding levels currently uncertain, HPAC has

already begun preparing for a variety of scenarios that will allow it to react swiftly and consistently with evolving student needs and campus-wide mandates. This focus on future planning is also reflected in Program Review component V-5: 2009-2010 priority projects.

IV. Effective Practices

1. What is working well

Since beginning operation 38 years ago, HPAC's facility and programs have evolved continuously to reflect the needs of facility users and the community we serve. The current director has been employed at Citrus College for more than 30 years, and has supervised the department for the past 19 years. Permanent HPAC employees have all served in their current roles for eight years or longer. The collective experience of the staff and the close working relationships with Fine Arts Department faculty and staff, have combined to produce a mature organization that is fully integrated into college operations, and well-equipped to meet the responsibilities of presenting a diverse series of events that support the college's mission.

Specific examples of practices that are working well include:

- HPAC is well known within the community, is heavily utilized and well attended, and has an excellent reputation for quality performances, accessibility, and safety.
- Tickets are available in person, via telephone, via mail, via fax, and online.
- Computerized ticketing has increased efficiency of managing multiple performances and income accounts, while reducing staff time required to process transactions.
- In-house patron data-management is secure, up-to date, and a primary mechanism for communicating with customers.
- HPAC's website is attractive, up-to-date, compliant, and an effective marketing tool for all department activities.
- Initial efforts to create an e-mail marketing campaign have been well received by patrons and show promise of reducing marketing costs in the future.

- ADA compliance and patron support activities have made HPAC an attractive destination for elderly and mobility-impaired patrons.
- ASCC support of half-price tickets has been an effective incentive for making ticket costs affordable for enrolled students.
- Program selections consistently generate positive patron feedback.
- Program contracting processes, event advance planning, and technical coordination have made HPAC a highly desirable performance destination for artists.
- Technical facilities, including sound, lighting, wireless internet connectivity, and backstage facilities are current, well maintained, and compare favorably with neighboring venues.
- Staff experience, dedication, and attitude consistently contribute to positive outcomes for both artists and audience members.
- HPAC staff consistently update skills through attendance at workshops, professional activities, and close working relationships with area venues and personnel.
- Use of student employees where possible has contributed to both student learning and employment options.
- HPAC's rental policies, services, and rates have made the facility an attractive and affordable facility for community users.
- By long-standing agreement with facility rentals department, one third of revenues generated from HPAC rentals are deposited into a restricted fund to provide a funding source for major improvements and replacements that are beyond the scope of annual budgets.

2. Exemplary practices and services

- HPAC's organizational structure, which allows and encourages maximum opportunities for students to become involved with the professional presenting activities of the department, and for creative instructional staff to collaborate with HPAC personnel, is a unique model that is frequently studied by regional academic presenters seeking to broaden their arts presenting activities.

- The collaborative environment shared by the Fine and Performing Arts Department and the Performing Arts Center makes possible the sharing of sound, lighting, and technical support equipment in multiple performance locations, both on- and off-campus.
- HPAC has created a customized database for tracking hours worked and applying multiple funding sources which has simplified and increased accuracy of monthly time-card preparation.
- HPAC has created a custom database to manage tracking of custom backdrops owned by the department and made available to rental users.
- HPAC's half-price tickets for student program has both lowered ticket prices to be affordable for students and increased visibility of HPAC programs in the student population.
- HPAC's emphasis on student employees for hourly positions has increased student learning opportunities and provided revenue opportunities for foreign students ineligible for other employment options. Flexible scheduling options allow students workers to accommodate their class schedules.

3. Successful pilot projects

1. In 2005, recognizing the dual goals of the PAC need to enhance technical capabilities and the Fine Arts Department's desire to offer instruction in emerging theatre technologies, the PAC director wrote a successful application for an Industry Driven Regional Collaborative (IDRC) grant. Awarded in 2006, funded in 2006-2007, and based on HPAC's regional status, the grant provided nearly \$700,000 to enhance sound, lighting, and automated control capabilities in the Center and to develop curriculum for the now implemented emerging theatre technologies program.
2. In 2008, as the economic downturn began having a significant negative impact on ticket sales efforts, the PAC Operations and Marketing Supervisor began a pilot program to enlist local non-profit organizations with arts-based programs as ticket sales partners. By generously sharing revenue for tickets sold with these partners, over 700 seats that would otherwise have been empty were filled with new patrons, generating revenue for HPAC sales partners, and without the need to publicly discount tickets. The program will be continued and expanded in 2009-2010.
3. HPAC continues to explore shared risk presenting opportunities with local producers and presenters. Recent years have seen partner-presented activities including performances by California Philharmonic, and the California New Musicals Festival. In 2007-2008, HPAC collaborated with Fine Arts Department musical theatre faculty and

producers Milt Larsen and Richard Sherman to host rehearsals and preview performances of the world premiere musical *Pazzazz!* In addition to offering patrons an opportunity to attend this unique event, musical theatre students participated in a full semester of workshop activities as the show was created, with many of them traveling to Santa Barbara as performers and technical assistants at the premiere engagement.

4. How others participate in improving the program

Externally, attendance figures and ticket sale revenues are key indicators of how successfully department activities are matching community expectations. Patron feedback, collected informally during ticket sales activity and during events provides additional valuable feedback. Occasional patron surveys are conducted to assist with programming decisions.

Internally, HPAC staff work closely with Fine Arts staff and faculty to develop performance calendars, plan, and execute production activities. This close collaboration provides continuous opportunity for facility users to provide feedback and note services required. It is anticipated that this program review document, when completed and reviewed by the Dean of Fine Arts and during future annual updates, will provide a more formal opportunity to allow others opportunity to recommend enhancements to the program.

HPAC staff takes pride in collaborating with all facility users to provide the highest level of service possible. Within this context, planning meetings with renters, coordination of HPAC participation with campus users, and explorative activities related to future programming options each provide continuous opportunities to discover desirable improvements to the programs and services offered by the Performing Arts Center.

V. Opportunities, Recommendations, and Needs Identification

1. Recommended adjustments to better serve students and facility users

HPAC staff are committed to serving students, facility users, and patrons with a diverse program of events and services that match user needs. The complexities of diverse program requirements make it impossible to anticipate all eventualities, but HPAC takes pride in planning ahead where possible and efficiently changing plans when necessary, always with the goal of providing a positive patron and artist experience. Recurring problems that are speedily solvable have, for the most part, been addressed. The following areas provide ongoing challenges, and the search for solutions is ongoing:

1. *Parking and bus arrival/drop off:* Prior to the start of construction of the Student Services building, HPAC enjoyed ample parking adjacent to the center and over 300 feet of available curb-side drop-off for passengers arriving in buses. To facilitate construction, nearly 200 parking spaces were eliminated, and traffic flow restrictions and construction needs combined to eliminate all of the areas previously used for bus drop-off. The temporary bus drop-off location in the Administration lot, although supported by Security, requires buses to drive against traffic and park at red painted curbs. Even after construction is complete, available nearby parking will be reduced from previous levels and less than 100 feet of curb will be available for bus unloading unless alterations are made to current construction plans.
2. *Independent contractor and stipend hiring procedures:* Although both HPAC and Fine and Performing Arts Department staff work hard to identify necessary consultants and special assignments well in advance of work to be performed, the realities of changing staffing needs and schedule modifications are often in conflict with established district timelines and procedures. Resolving such multiple and frequently occurring situations is a costly use of staff time for all departments affected. Contractors who jump in to fulfill necessary roles at the last minute often must wait for extended periods to receive payment, occasionally resulting in understandable ill will and diminished options for solving similar personnel issues in the future. While recognizing the need for sound fiscal practices, HPAC continues to seek the flexibility to identify needs and funding sources in the timely manner required by campus policy, but allow personnel substitutions at the department level with board notification after the fact when such situations arise.
3. *Student Worker hourly restriction:* Both to minimize use of on-call workers and to maximize opportunities for students, HPAC exerts significant effort to hire student workers who can benefit from the experiences available back stage and in front-of-house positions. These students are allowed to work a maximum of twenty hours per week during instructional periods. The major Fine and Performing Arts Department productions of the year nearly always require more than twenty hours of rehearsal and performance in the days leading up to production. Although these shows offer students the very best training opportunities, the need to have them available for both rehearsal and performance hours nearly always results in their being denied the opportunity to function in supporting roles and record their hours honestly. HPAC would like to see the rule modified specifically to accommodate special circumstances such as these.

2. Program growth needs

Note: Since the beginning of the economic downturn, the department focus has been on maximizing the effective use of resources to maintain as many programs and performances as possible, with little or no focus on “growth.” HPAC needs for growth is best defined as performance support facilities and services for Fine Arts Department programs that we are currently unable to provide. Although current fiscal realities make immediate solutions unlikely, nearly four decades of operation and evolution have consistently indicated the following needs, all of which are noted in more detail in Music and Theatre Department program review documents as well.

1. Increased storage and warehouse space, probably off-site.
As construction costs continue to mount and pressure to recycle increases, increased storage space would allow for more effective re-use of scenic components and furniture. There is currently no permanent storage space for costumes at all.
2. A mid-size, 250-400 seat performance space.
The theatre department in particular, and smaller music programs, would benefit from a performance space more conducive to smaller audiences – and lower scenic production costs as well.
3. Additional rehearsal space.
The large number of students enrolled in Fine Arts Department classes simply do not have enough rehearsal spaces to complete classroom activities and production rehearsals and technical activity.
4. Facility scheduling software accessible to multiple users for multiple spaces.
Current software is obsolete and not adequate for the increasingly complex scheduling documentation required to keep HPAC staff, Fine Arts faculty and staff, and campus support departments up-to-date on facility usage requirements.
5. Increased dressing room space.
The two mid-size and four small dressing rooms currently shared by the main stage and Little Theatre are designed to accommodate approximately 44 performers total; when both facilities are in use, total number of performers often exceeds 200.
6. Video capture, recording, and editing equipment.
Construction of a video studio with acoustical isolation, control room, lighting grid, super-level floor, and soundproof doors was completed in 1998, but funding has not yet become available to equip the facility for its intended

use. In addition, HPAC events increasingly utilize video projection in live performance; although HPAC has projection equipment, it has no video capture, recording, or editing equipment.

7. Increased permanent back-stage staff.

Production activity by all fine arts departments has increased in both quantity and quality over the past two or more decades, during which time HPAC's staff has been reduced by one full-time designer. At least one additional full-time equivalent technical support staff person would increase the department's availability to respond to multiple simultaneous production requirements.

8. Increased permanent front-of-house staff.

The current "marketing and operations supervisor" position combines marketing, publicity, box office management, and event supervision into a single position that is without precedent in similar facilities with similar production schedules. Additionally, the box office currently has one 49% cashier, leaving more than 75% of box office hours to be staffed by hourly personnel on an ongoing basis.

3. Technology needs

Since receiving an Industry-Driven Regional Collaborative (IDRC) grant in 2006 which funded the purchase and installation of automated lighting fixtures, control console, and replacement of the sound system speakers, amplifiers, and control console, HPAC has been well-equipped to provide a laboratory facility for instruction of theatre technology courses taught by Theatre Arts Department personnel. As with all programs that operate at or on the cutting edge, continuous upgrades, repairs, and additions are necessary to meet continuously evolving industry standards. Since the beginning of the current economic downturn, funds have been limited for even day-to-day maintenance needs, forcing deferral of equipment upgrades and replacements. As funds become available, the current and anticipated future technology needs include:

- Hardware and software upgrades for staff desktop computers.
- 2010 renegotiation of point-of-sale ticketing system software and hardware agreement and gate processing equipment.
- Ongoing replacement of aging theatre lighting fixtures in both HPAC and Little Theatre.
- Replacement of remaining audio reinforcement system playback components.

- Replacement of aging and soon-to-be-obsolete wireless microphones.
- Upgrades and replacements for proprietary software currently in use.

4. Facility maintenance and improvement needs

- HPAC stage softwood pine flooring has been sanded multiple times and is likely to need complete replacement within five years. In the meantime, floor is currently in need of a light sanding to remove current sealer, restaining, and resealing.
- Little Theatre occupancy rating and riser construction have been questioned by the fire department, and legal occupancy remains an unanswered question.
- Little Theatre flooring (3/4 plywood and ¼ masonite over 1X3 sleepers) is well past life expectancy and urgently needs replacement for safety reasons.
- Fire department report mandates replacing the existing double doors in the dressing room hallway with fire rated doors and panic hardware.
- The east and west walls of the HPAC seating areas continue to allow multiple leaks along the length of both seating aisles during heavy rains; no sealer or repair attempts have been successful.
- Non-functioning storm drain in west patio chronically plugs and forces standing water to flood seating area and orchestra pit basement; a solution to redirect this run-off must be found.
- HPAC lobby doors need to be replaced; current doors sag, bind frequently, and do not support card key lock mechanisms.
- PAC staff would prefer to have a local override control for campus energy management system, to allow PAC staff on site ability to save energy when events are cancelled and provided needed ventilation for last-minute additions.
- Lobby walls, light fixtures, honor wall, and furniture need upgrading.
- Stage draperies are nearing end of life expectancy and will need replacement within three to five years.
- Lobby marquee needs modernizing or replacing.
- HPAC basement needs a ventilation system.

- HPAC box office needs re-carpeting.

5. Priority projects for 09-10:

1. Explore increasing revenue options, including:
 - a. Expand ticket sales partnerships with non-profit organizations
 - b. Explore hosting community education classes with fine Arts faculty.
 - c. Explore options to replace canceled Passport to Travel series.
2. Continue to explore shared-risk presenting opportunities with artist managements to reduce up-front presenting costs and risk while continuing to offer a broad base of arts programming.
3. Develop, in conjunction with Dean of Fine and Performing Arts, a long-term planning mechanism to ensure continued successful evolution of both the PAC and the Fine and Performing Arts Department.
4. Continue to explore show development possibilities that provide additional student learning opportunities and also have revenue-generating potential, for inclusion on HPAC presenting schedule and possible touring to other regional facilities.
5. Work with Human Resources to complete staff job description updates.
6. Expand marketing efforts to include electronic media and presence on social-networking websites, and increase student awareness of and participation in these efforts.

VI. Technical Assistance / Training Needs

HPAC staff members receive ongoing training and support from major vendors, including Tickets.com (ticketing system and data management), Digidesign (sound system control hardware and software), and Electronic Theatre Controls (ETC) (lighting control hardware and software). Department memberships in Western Arts Alliance (WAA), California Presenters (CP), Performing Arts Presenters (APAP), United States Institute of Theatre Technology (USITT), National Arts Marketing Project (NAMPP), Los Angeles Stage Alliance (LASA), and International Ticketing Association (INTIX) provide staff with opportunities to network with peers and remain abreast of developments in the field. Technical staff participate in site-visit opportunities that become available to

students in the emerging theatre technology program. All staff members have personal networks of colleagues at regional venues that provide valuable reference sources for specific needs.

This combination of resources has proven adequate to keep staff up-to-date with trends in the field. Should decreased funding result in loss of service contract agreements and/or institutional memberships, new sources for technical assistance and training may need to be identified.

VII. Supplemental Information

Appendices

- Appendix 1** **HPAC Technical Specifications**
www.haughpac.com/About/Pages/LeasingthePAC.aspx
- Appendix 2** **Students and Community Served (2008-2009)**
- Appendix 3** **Attendance Reports (Fall 2004-Spring 2009)**
- Appendix 4** **Fee, Income and Attendance Summaries**
 - Evenings At Eight / Sundays at Two: (Fall 2004-Spring 2009)**
 - Saturday Series for Kids: (Fall 2004-Spring 2009)**
- Appendix 5** **Annual Revenue Summaries (2004-2005 through 2008-2009)**
- Appendix 6** **Sample marketing materials and programs (2008-2009)**