



**Instructional Support
Comprehensive Program Review
2009 - 2014
Haugh Performing Arts Center**



Prepared by: Linda Graves, Interim Performing Arts Center Director

PAC Staff

Gene Michael Barrera, Interim Marketing & Operations Supervisor

Diane Berendes, Graphic Designer

Sharol Carter, Administrative Secretary I

Linda Graves, Interim Director

John Patrick, Scenery Shop Coordinator

Karen Taulbee, Stage Manager

Lois Tedrow, Box Office Cashier

Dan Vilter, Technical Supervisor

Summer 2015



Citrus College Mission Statement

Citrus College delivers high quality instruction to students both within and beyond traditional geographic boundaries. We are dedicated to fostering a diverse educational community and learning environment by providing an open and welcoming culture that supports successful completion of transfer, career/technical education, and basic skills development. We demonstrate our commitment to academic excellence and student success by continuously assessing student learning and institutional effectiveness.

Program/Department/Division connection to the Citrus College Mission Statment

Program Description:

The Haugh Performing Arts Center (HPAC) at Citrus College is a 1,440-seat proscenium theatre venue that hosts more than 400 rehearsals and performances annually. These performances include Performing 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 70,000 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 touring artists and community rentals the HPAC staff support a robust academic production schedule. The Haugh staff routinely supports and augments instructional programs; HPAC serves as a unique lab providing support for CTE programs such as ETT (Emerging Theatre Technologies) and Recording Arts. Under the direction of the academic division, HPAC staff assist in coordinating budget expenditures, personnel, supplies, and support backstage technical production needs (scenery, lighting, sound, etc) and front-of-house needs (marketing, ticket sales, and event operations) activities.



Haugh Performing Arts Center

I.A Executive Summary

HPAC continues to share the goal with the Fine and Performing Arts Department (FAPA) 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. HPAC's role is one of providing supporting facilities, technology, means, and opportunity for the achievement of student learning outcomes. Measured by applause, community recognition, and student successes following time spent at Citrus College, indications are that HPAC is successfully promoting positive SLOs for academic department users.

In addition to the direct academic department support mentioned above, the presenting and rental support activities of HPAC have been consciously developed and refined to support multiple objectives of the Citrus College. HPAC programs and services directly support the following institutional objectives:

- Prepare students to transfer to four-year colleges and universities;
- 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;
- 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, HPAC reaches out to the greater community and provides multiple opportunities for a wide variety of cultural enrichment and performing arts related activities. Attendance at HPAC 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. HPAC continues to successfully provide a positive image for Citrus College, and hopefully, with the improvement of the economy, a return to a higher level of district support for this important facility will be accomplished.

I.A Executive Data Summary

- 5 year trend
- Demographics (gender / ethnicity / age)
- Program success rate / persistence / completion

Due to the recent economic downturn, reduction in expenditures by the college, and other factors, HPAC staff expected and stated in the last 6-year Comprehensive Program Review that many measurement tools involving numbers were likely to shrink for the foreseeable future. In most cases this assumption was correct, but far from indicating that the program has become less successful, it can equally easily be argued that the long-term strength and stability of the program allowed it to adjust as required to 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 and HPAC has proven to have this ability in the last six years.

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 2013-2014 season that strongly suggest that HPAC is a strong and vital program include:

- 2013-2014 was the 43th consecutive season of operation
- Generated \$711,566.00 in revenue from operations
- Sold more than 31,000 tickets
- Provided 1,095 student performance opportunities
- Provided 952 student technical support opportunities
- Offered 141 public performances
- Conducted more than 94 rehearsals
- Housed more than 112 class instructional activities
- Reached a patron database of more than 49,000 entries

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 allowed the department to weather the economic 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 encouraged both the HPAC's independent entrepreneurial activities and close working relationships and involvement with Fine Arts Department performance activities.



Haugh Performing Arts Center

II. Program Performance and Outcomes

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

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 HPAC activities include:

Program Learning Outcomes Assessment Reflection

I. SLOs	II. Means of Assessment and Criteria for Success	III. Summary of Data Collected	IV. Use of Results and Future Plans
Identify the SLOs that have been developed for the program	Identify the means of assessment and criteria for success for each SLO	Summarize the data collected for the SLO	Discuss how assessment has been used to implement change or strengthen what is working well
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.	Performing arts students were critiqued on specific production skills requirements. The two-year assessment of audience satisfaction will be administered in Fall of 2014.	100% of performers were able to demonstrate skill specific improvement.	Due to the scheduling and staff changes, the 2-year assessment of the audience will be done in summer of 2015 as part of the season kick-off event instead of Fall of 2014 as planned.
HPAC will provide a forum, and offer frequent and diverse	Diverse productions in dance, vocal, and instrumental music	Students showed significant improvement of creativity and overall production concepts.	High School groups were invited to 2 classical music events and attended a pre-show lecture about

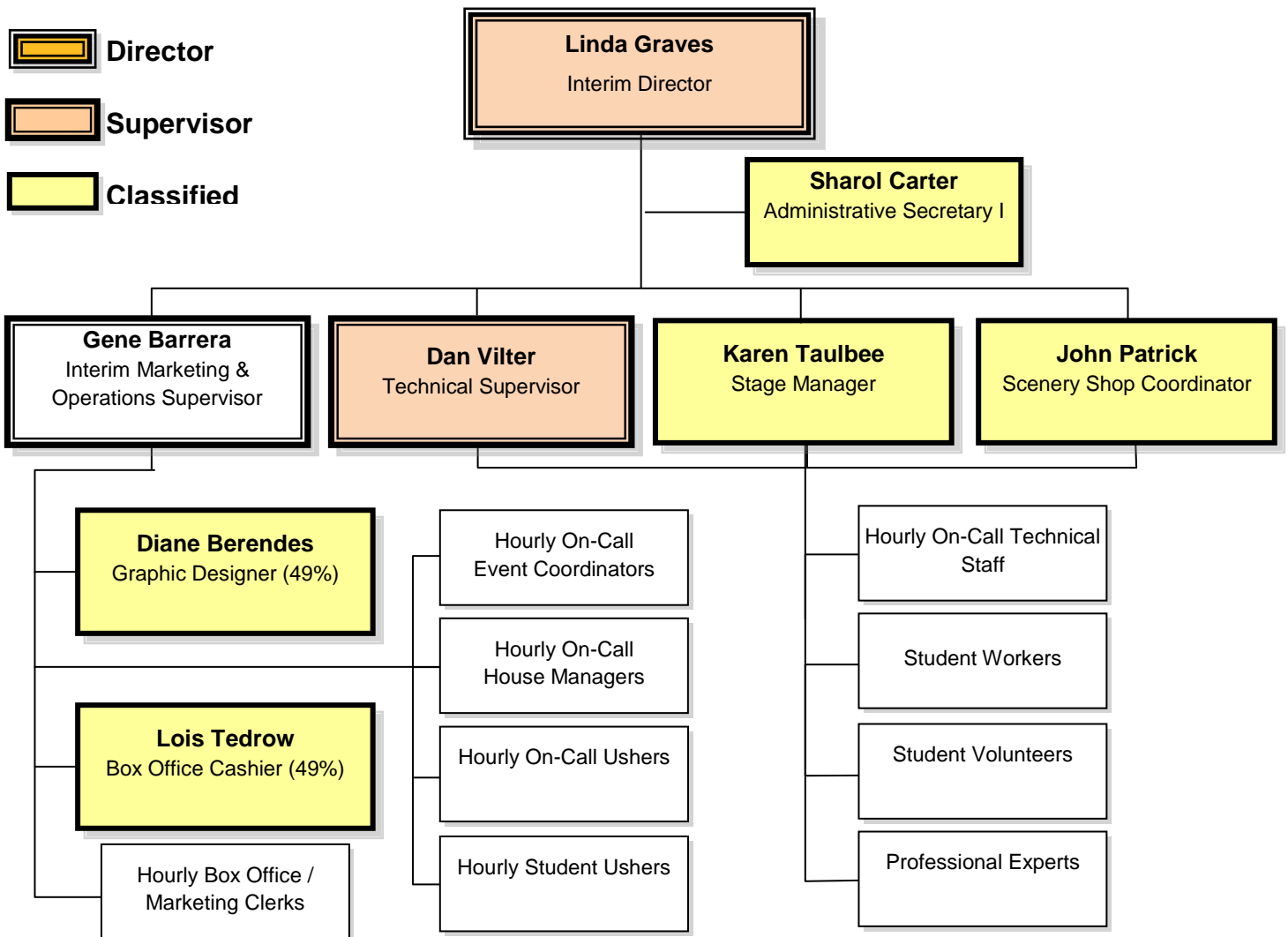
I. SLOs	II. Means of Assessment and Criteria for Success	III. Summary of Data Collected	IV. Use of Results and Future Plans
Identify the SLOs that have been developed for the program	Identify the means of assessment and criteria for success for each SLO	Summarize the data collected for the SLO	Discuss how assessment has been used to implement change or strengthen what is working well
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	continue to be scheduled. Regular student evaluation of productions, along with multiple audience written and verbal responses. In addition, students are increasingly being used in leadership roles both as a resource to offset budget constraints, but more importantly to increase successful completion of discipline specific SLO assessment success.		the event by a Citrus Music faculty member. Interim Director continued use of curtain speeches and the use of large screen “upcoming production” marketing to inform audiences of upcoming events.
HPAC presenting activities provide audiences with exposure to a broad spectrum of art forms from diverse regional and global cultures	HPAC routinely books diverse seasons. Programming includes theatre, dance, comedy, music, and special interest topics. Performances such as SEOP Dance from Korea, Keven Eubanks, Orquestra Sinfonica del Estado de Mexico, Russian National Ballet Theatre attest to this diversity.	Ticket sales improved somewhat this season due to this broad spectrum of programming.	HPAC staff continued a new, innovative marketing campaign that target-marketed certain performances such as a radio buy on KJAZZ for Kevin Eubanks and multiple target buys on public radio for artists such as Russian National Ballet Theatre. The intent of these campaigns was multi-faceted: to increase ticket sales, but also to bring a broader, more diverse audience to HPAC.
The HPAC facility utilizes cutting edge performance enhancing and supporting equipment in lighting, sound, and video production.	HPAC staff and faculty routinely assess equipment needs and new technologies to better demonstrate current industry standards.	HPAC to the best of its ability with budget cuts, maintains and instructs students and staff with industry standard equipment.	Ongoing. As part of this process, the Tech Director integrated new automated lighting consols for the ETT program. Also, wireless microphone receivers and sound mixing software was updated. Implemented industry standard video server technology in suitable productions. Integrated tech aspects of pre-roll marketing efforts prior to performances. Integrated state-of-the-art stage automation system in FAPA productions. Keeping up with equipment upgrades is

I. SLOs	II. Means of Assessment and Criteria for Success	III. Summary of Data Collected	IV. Use of Results and Future Plans
Identify the SLOs that have been developed for the program	Identify the means of assessment and criteria for success for each SLO	Summarize the data collected for the SLO	Discuss how assessment has been used to implement change or strengthen what is working well
			challenging with the budget cuts still in place.
<p>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.</p>	<p>HPAC staff and academic faculty maintain strict safety and hazard training, equipment is well maintained and purposefully designed to be applicable for multiple production needs.</p>	<p>HPAC maintains an excellent safety record. Equipment is generally well maintained and serviced.</p>	<p>Several changes have occurred in the past six years. Additional safety protocols for maintaining stricter supervisory structures were implemented. Safety cut-off saw and dust recovery system was added this past year to make safer working conditions in the HPAC shop. The HPAC Safety Manual was completed this past year, offering detailed and extensive protocols for various safety scenarios within the facility. More assistance for the Tech Director is needed to help maintain the equipment. See Resources Section below.</p>

III.A Data: Your staff (who serves?) Summary

Include how you coordinate and collaborate with other offices and areas (Instruction, Student Services, Research, TeCS, Fiscal Services, etc.)

PAC ORGANIZATIONAL CHART



The Performing Arts Center has eight permanent employees: one manager, two supervisors, and five classified employees. Two of the classified employees are 49% assignments. The position of Performing Arts Center Director has been vacant since the end of 2011. From 2012 through fall of 2014, a faculty member served as part-time director with the existing staff picking up many of the duties. In fall of 2014 to present, the Marketing/Ticketing Supervisor took over as full-time Interim

Director and a consultant/contractor was hired to assume the Marketing/Ticketing Supervisor duties.

In addition to these 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, marketing assistants, snack bar cashiers, hospitality coordinators, event coordinators, house managers, and ushers. In 2013-14 HPAC employed 50 students, 60 on-call employees, and 3 professional experts. This reflects a change in 5 years ago of 8 more on-call and 16 less student employees due to the 20-hour per week limitation on student workers. The number of professional experts has remained unchanged.

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

PAC Director (Vacant/Linda Graves Interim): Directs, develops, curates, and supervises HPAC activities.

Marketing and Operations Supervisor (Gene Barrera/Interim): Supervises marketing, advertising, box office, and events in the HPAC.

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 I (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.

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. Without the dedication of this extremely competent professional staff, HPAC could not have weathered this several year gap without a permanent director.

Permanent staff designer positions were eliminated in the early 1990s. The use of stipends to pay HPAC staff for this additional work not included in their job descriptions is also no longer allowed. When production needs include design requirements, these positions are filled by independent contractors hired for this purpose. The majority of these services is supplied for Fine and Performing Arts Department productions, and typically includes 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).

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
	Christmas Vocal Concert
	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
	Blue Note Swing Orchestra
	Pop Rock Showcase
Dance Department:	Holidance Concert
	Spring Dance Concert
Citrus Summer Conservatory:	Musical Production Workshop
Theatre Arts Department	5-7 productions each academic year
	Summer Theatre production(s)
Fine Arts Department:	Recruitment Day
	KENSHU program
	Rehearsals for Tours and Off-site Concerts

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 HPAC, 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 HPAC and the Fine and Performing Arts Department, as well as from revenue from ticket sales and off-campus performances. 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 supervises 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, and occasional FAPA Musical) 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.

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.
- Faculty Senate – Occasional meetings.
- Facilities – Public Safety Event.

Campus programs and department utilizations

In addition to the Fine Arts instructional programs noted previously, 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.

In addition, 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.

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 and Receiving Department to process all purchase orders for goods and services purchased with District funds, and to make appropriate payments when items are received.

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, safety manuals, technical drawings, training manuals, business cards, etc. The HPAC marketing director and graphic designer both work 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.

Campus Safety – HPAC provides the campus safety 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 to fifteen computer workstations on staff desks and in facility workspaces, and relies on Tec Services to manage and backup the department's file servers as well as provide routine support, software updates, and occasional special needs to the workstations themselves. 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 their software control, 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. The HPAC staff designed and programs haughpac.com website, however, Tec Services serve as an interface between HPAC staff and the outside vendor who house the Citrus website of which the HPAC website is a part of.

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

III.B Data: Whom do you serve?

- **demographics** -
- **eligibility** (who is eligible to services?) –
- **accessibility** -

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 (2013-2014):

- HPAC hosted more than 206 rehearsals and classes, and 140 performances of 72 different events.
- More than 70,000 Patrons attended performances at HPAC.
- 13,500 K-14 enrolled students attended curriculum-enhancing performances as part of their instructional programs.
- Enrolled Citrus College students filled more than 2,500 onstage and backstage roles.
- Approximately 80% of tickets sold were discounted for students and seniors, and 365 Citrus College students purchased ASCC sponsored half-price tickets.
- 32 Rental users utilized the facility for performances.

Far from being limited solely to providing enrolled students with the opportunities afforded by an active Performing Arts Center, HPAC 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 HPAC 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.

III.C Data: Success Rates (tables, interpretation and reflection)

Measurement: Measuring learning in any fine arts discipline, either by participants or audience members, is complex for a variety of reasons. Student participant learning is more appropriately measured within the academic departments utilizing HPAC. Measuring audience learning requires data and demographic data that HPAC 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 (2013-14) academic year:

Students and Community Served: 2013-14

	Fine Arts	E@8/ Sun @2	SSK	Rentals	Campus/ Other	Totals
Number of Performances: HPAC & Little Theatre	68	18	10	41	4	141
Number of Rehearsals (HPAC)	67	0	0	23	4	94
Number of Class Meetings (HPAC)	112	0	0	0	0	112
Number of Patrons	26,557	8,998	3,139	27,951	2,400	69,045
Student Attendance: Weekday Performances	4,159	0	0	9,214	0	13,373
1/2 Price Student Tickets Sold (HPAC)	214	51	0	0	0	265
Student Participants: Performers	1,095	0	0	0	0	1,095
Student Crew: Production Support Assignments	480	150	38	256	28	952
Student Lab Participants: Job Shadow Assignments (HPAC)	384	3	3	16	6	412
Student Lab Participants: Little Theatre	326	0	0	0	0	326

III.D Data: Compliance (minimum requirements of the law; initiatives since last program review)

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.
- Since the last six-year review, the department's ticketing system software was changed to a new company, upgraded and the data moved off-site to a data center to comply with federal law. Box Office procedures are PCI compliant and a yearly DCI certification is completed and passed.
- HPAC 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 3 years.
- HPAC staff comply with Board of Trustee & Arts Presenters Association ethical standards.



Haugh Performing Arts Center

IV.A Response to Previous Five Year Recommendations/Goals

Recommendations (from 2009 report pages 34-37)	Met	Not Met
<p>Recommendation: Address concern that with construction of the student services building, parking is reduced from previous levels, and less than 100 feet of curb is available for bus unloading unless alterations are made.</p> <p>Response: The solution has been to unload buses by the side of the Student Services Building. This keeps patrons safe, but poses problems for elderly patrons as they have a further distance to walk to get into the building.</p>	Partially met by end of construction.	
<p>Recommendation: 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 substitutions arise.</p> <p>Response: Both HPAC and Fine and Performing Arts Department staff have refined their abilities to identify necessary consultants and special assignments in advance of work to be performed and are generally successful in meeting the requirements of campus policy.</p>	Met.	
<p>Recommendation: HPAC would like to see the rule limiting student worker hours restrictions to 20 hours modified specifically to accommodate special circumstances unique to productions in the arts.</p> <p>Response: In addition to the 20-hour weekly hour limit for students, the campus policy was changed to require part-time on call employees to be limited to 29 hours weekly. Entertainment Industry Standards follow the yearly maximum limits for employees as opposed to weekly limits required at Citrus College. To produce any of the major Fine and Performing Arts Department productions requires many hours of set-up and rehearsal in consecutive days leading up to production. HPAC would like to see the weekly limitations rule modified while still complying with the yearly limitations specifically to accommodate special circumstances such as these.</p>		Not Met.
<p>Recommendation: Increased storage and warehouse space, probably off-site</p> <p>Response: 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</p>		Not Met

costumes at all.		
<p>Recommendation: A Mid-size, 250-400 seat performance space</p> <p>Response: This has not been met, although there will be a possible solution using the large lecture hall in the new Art Building once it has been completed.</p>		Not Met.
<p>Recommendation: Additional rehearsal space</p> <p>Response: The large number of students enrolled in Fine Arts Department classes simply does not have enough rehearsal spaces to complete classroom activities and production rehearsals and technical activity.</p>		Not Met.
<p>Recommendation: Facility scheduling software accessible to multiple users for multiple spaces</p> <p>Response: Rather than the expense of using a facility scheduling software, HPAC is making due with free use of Google calendars which are shared amongst staff. This is functioning well so far, but if costs drop on scheduling software it is a possible future solution.</p>	Partially met.	
<p>Recommendation: Increased dressing room space</p> <p>Response: 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.</p>		Not Met.
<p>Recommendation: Video capture, recording, and editing equipment</p> <p>Response: The entertainment industry trend is utilizing increasingly more video projection in live performance; although HPAC has projection equipment, it has no video capture, recording, or editing equipment. As the primary lab for the ETT and other student training programs, it has become even more necessary that HPAC secure this equipment. HPAC has survived thus far by the generosity of the Recording Arts Department and the kind assistance of their staff.</p>		Not Met.
<p>Recommendation: Increased permanent back-stage staff</p> <p>Response: 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.</p>		Not Met.
<p>Recommendation: Increased permanent front-of-house staff</p> <p>Response: 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</p>		Not Met.

than 75% of box office hours to be staffed by hourly personnel on an ongoing basis.		
---	--	--

IV.B Actionable Improvement Plan(s) (a.k.a. Recommendations/Goals/Objectives)
During the next five years, we would like to accomplish:

Year	Recommendations	Persons Responsible
2015/2020	All unmet recommendations from previous 6-year Program Review	Various
2015/16	Hire permanent Performing Arts Center Director	Dean, Human Resources
2016/2020	Remodeling facility including adjacent restrooms. Re-carpet all public areas including box office. New furniture and additional lobby doors as well as new theatre seating and audience lighting.	Dean, Director, Tech Dir (TD), Facilities
2016	Reinstate HPAC lost district funding in order to better support academic productions. Minimum 60K. District support has historically been directed to student hires – 80% or higher. The budget cuts have resulted in a diminished capacity for HPAC to augment successful completion of course level SLOs in academic-based productions.	Dean, VP of Instruction
2016/2020	Upgrading lighting, video, and electrical systems in HPAC	TD, Director, Dean
2016/2020	Research and secure additional funding for HPAC through sponsorships and grants	Director, Foundation
2015	Produce an event/festival of national interest (GumbyFest) to increase opportunity for fundraising/sponsorship opportunities to benefit FAPA programs and needs.	Dean, FAPA Staff, HPAC staff, other depts.
2016	Upgrade HPAC main and monitor audio systems to comply with new FCC regulations. Additional Tech system upgrades in Little Theatre as well.	HPAC TD, ETT Director



Haugh Performing Arts Center

V.A Current (Annual) Resource Requests

Certificated Personnel (FNIC)

Position	Discuss impact on goals / SLOs	Impact	Priority

Classified Personnel

Position	Discuss impact on goals / SLOs	Impact	Priority
Full-time Graphic Designer	As the need for new audiences has increased, moving the part-time graphic artist to full time is vital to the continued sustenance of the FPA programs. With increased use of internet for reaching audiences, the amount of time spent on developing visual, digital marketing materials has increased dramatically.	SP 6.1 3.2	2
Full-time Assistant Stage Manager/Technician	Between student productions, main stage productions, and rentals, the full-time stage manager is unable to fulfill all of the needs of the department. The addition of a full-time assistant would increase the safety and viability protocols for increased rental revenues as well as giving HPAC a vitally needed, skilled worker to help the Tech Director complete equipment maintenance and repairs.	SP 6.2 4.1	2
Marketing/Hospitality Assistant	Currently the Operation's and Promotions Supervisor's position encapsulates three full-time positions in other PACs: Marketing Director, Box Office/Ticketing Director, and Front of House Supervisor. As district funds have decreased and the need for new audiences has increased, a position to focus primarily on Marketing/Promotions but also help out with artist hospitality and HPAC snack bar supervision is greatly needed.	SP 6.1 3.2	2

Staff Development (Division)

Item	Discuss impact on goals / SLOs	Cost	Impact	Priority
Technical training	Maintain a well-trained staff's utilization of ever changing technology is essential for safety and efficiency. SLO #4 & 5.	\$10,000 annually	SP 4.1	2 & 3

Facilities (Facilities)

Describe repairs or modifications needed	Discuss impact on goals / SLOs	Building / Room	Impact	Priority
Upgrade Ticketing Software systems.	As ongoing funding issues continue, an upgraded ticketing system would allow for greater patron access and ease in ticketing purchasing, saving ticket stock costs by giving patrons the ability to print tickets at home, etc. SLO #4	Box Office/ Lobby	SP 4.2 6.1	2

Computers / Software (TeCS)

Item	Discuss impact on goals / SLOs	Cost	Impact	Priority
Computers, Software	HPAC design and technical staff require system updates and new hardware. SLO #1	\$10,000 - \$15,000	SP 6.1, 6.2	3
.				
.				

Equipment

Item	Discuss impact on goals / SLOs	Cost	Impact	Priority

General Budget Guidelines**Budget Preparation Tips:**

- Include items on the budget form that are needed for program success even if there is no financial need associated with the request (ie training that could be accomplished with on-campus resources, sharing of resources with another discipline or department etc.)
- Whenever possible, obtain actual cost for the items / equipment you wish to purchase. This avoids situations where items are considered for purchase but it is determined that the actual cost greatly exceeds the original estimate.
- Identify unit cost (cost per item) and the number of units desired in requests.
- Indicate if there is a lower level of financial support that would be workable in your educational plan – if you request \$30,000 for a classroom set of equipment (one item for each student), if \$15,000 were available, would it be possible for two students to share an item? Is the request “All or nothing”?

Budget Priorities:

When establishing priority, consider the following:

Priority 1: This item is mandated by law, rule, or district policy.

Priority 2: This item is essential to program success.

Priority 3: This item is necessary to maintain / improve program student learning outcomes.

Link to Planning Key

SP: Strategic Plan (Indicate Annual Implementation Plan sections)

EMP: Educational and Facilities Master Plan

ILO: Institutional Learning Outcomes

O: Other – Indicate other institutional plan
Human Resources Plan
Institutional Advancement Plan
Sustainability Plan
Technology Plan

V.B Long Term Budget Recommendations

Certificated Personnel (FNIC)

Position	Discuss impact on goals / SLOs	Impact	Priority

Classified Personnel

Position	Discuss impact on goals / SLOs	Impact	Priority
Marketing or Ticketing Director	Currently the Operation's and Promotions Supervisor's position encapsulates three full-time positions in other PACs: Marketing Director, Box Office/Ticketing Director, and Front of House Supervisor. This position should be divided into two supervisor positions to split up the responsibilities to ensure the continued success for HPAC as both ticketing and marketing become more challenging to accomplish.	SP 6.1 3.2	2

Staff Development (Division)

Item	Discuss impact on goals / SLOs	Cost	Impact	Priority
Technical Training	Maintain a well-trained staff's utilization of ever changing technology is essential for safety and efficiency. SLO #4 & 5.	\$10,000 annually	SP 4.1	2 & 3

Facilities (Facilities)

Describe repairs or modifications needed	Discuss impact on goals / SLOs	Building / Room	Impact	Priority
Upgrade Ticketing Software systems.	As ongoing funding issues continue, an upgraded ticketing system would allow for greater patron access and ease in ticketing purchasing, saving ticket stock costs by giving patrons the ability to print tickets at home, etc. SLO #4	Box Office	SP 4.2 6.1	2
.Safety Barriers	Needed to maintain State Compliance Guidelines. SLO #5	HPAC Stage	SP 4.1	1
Lobby Remodel	Upgrade lobby for wireless capability, add center doors for accessibility, add ticket scanning technology for "green" ticket operations, improve appearance to community. SLO #4	HPAC Lobby	SP 4.2 6.1	2
Theatre Upgrades	Seating has not been upgraded in 20 years	HPAC		2

	and springs are broken and not replaceable. Need upgraded. Also, change audience lighting to LED bulbs which are more cost effective and give better lighting. Repaint floor and walls for a fresher, more cohesive look. SLO #4	house		
Extending Campus Fiber Optic network into support areas, theatres and lobbies.	Needs to be accomplished prior to lobby remodel. Necessary to comply with current campus standard. Allows for infrastructure for upgrade to point-of-entry ticket scanning. SLO #4	HPAC lobby and interior	SP 4.1	2
Restroom remodel	Bring all surrounding restrooms up to campus standards. Fix and replace broken fixtures and tiles. SLO #4	Outside surrounding HPAC and FAPA hallways		2

Computers / Software (TeCS)

Item	Discuss impact on goals / SLOs	Cost	Impact	Priority
Computers, Software	HPAC design and technical staff require system updates and new hardware. SLO #1	\$10,000 - \$15,000	SP 6.1, 6.2	3
Ticketing system workstations and department workstations	Workstations will need to be replaced during the next five years.	12,000-15,000	SP 6.1, 4.2	

Equipment

Item	Discuss impact on goals / SLOs	Cost	Impact	Priority
Upgrade the house audio system and implement an on-stage monitoring system. Additional lighting instruments, video capability, performance projection and systems control is recommended.	Theatre and Recording Arts CTE programs rely on HPACs on-going technical capacity. The successful job placement of students from these programs is dependent on HPAC maintaining industry standard equipment and training. SLO #1	Industry Standard.	SP 1.2, 4.1	3