

Non-Instructional Program Review Template

Service Area/Administrative Unit Name

Service Area/Administrative Unit Name: Performing Arts Center

Submitter: Ed Will

I. Area Description

In this section, areas will answer the questions “Who are we? What do we do?” The purpose of this section is to orient the reader/ reviewer to the area and provide context to the program review. This section should be kept short, a few paragraphs at the most.

Mission/Vision

The mission of the Performing Arts Center at Barstow Community College is to serve as the new cultural hub for the surrounding community in the high desert. Looking to host a variety of events that are culturally diverse. we welcome the entire community to come out and visit. We are committed to providing a safe and welcoming environment for all of our patrons and performers alike. Priorities are given to BCC student clubs and organizations first, public entities second and community entertainment venues third.

Description – short description only

The Performing Arts Center will continue to foster relationships with the organizations that have used it in the past as well as working diligently to fill the theater productions through audience development strategies.

Alignment to/ support of BCC Strategic Goal

By promoting the Performing Arts Center as the Cultural hub of the high desert, we will focus on student participation in all events at the PAC.

II. Area Effectiveness

In this section, areas will answer the question “How is the area doing?” by reviewing and analyzing data. The purpose of this section is to evaluate the area holistically in terms of serving the area’s internal and external customers, helping students reach their goals, and furthering the mission of BCC.

For each item below, review the data and look for trendlines, outliers, etc., and provide a short analysis (2-3 sentences) for each. If data are not available (i.e., student satisfaction surveys), indicate that on the form.

Area Data and Analysis

Demographics of internal and external customers – who do you serve?

The Performing Arts Center serves the following constituencies:

- 1) The student body of Barstow Community College (including all faculty, staff and management).
- 2) Organizations that wish to utilize the facilities for the betterment of the college and the community.
- 3) Booking entertainment to serve the BCC College and the Barstow area community.

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4) Being a service to all educational endeavors of the college and local school districts of Barstow, Silver Valley and Baker.

Area Organization – state any changes in past few years

The Performing Arts Center is managed by the Civic Center and College Event Manager under the supervision of the college president. There is no other staff under the PAC Manager. The PAC structure includes a stable of video, audio and lighting engineers/technicians, volunteer ushers, production house managers, stage managers, fly system techs and box office personnel.

Staff Professional Development

The Performing Arts Center is the focal point of the entire community of Barstow. We provide space for meetings, theater production, guest lecturers, community gatherings, recognition ceremonies. Religious events, music concerts, comedy nights, student productions, performances geared toward the students at BCC as well as BUSD, City of Barstow sponsored events, BUSD large event gatherings, local band and choir concerts, film screenings, live streamed events, dance company recitals, Professional Club events, Regional gatherings, health fairs and even funerals & memorial services.

| Service Area Outcomes (SAOs) or Administrative Unit Outcomes (AUOs) | Assessment Results – Summary of Data | Use of Results |
|---|--|--|
| <ol style="list-style-type: none"> 1. 1) The BCC PAC is diligently working on audience development. This is an ongoing activity and will continue in earnest through all the years. 2. The BCC PAC has created the first season of events for the 2017-2018 academic year. We are monitoring data through audience attendance, advertising money best spent and other analysis to improve each season. 3. The BCC PAC has developed eclectic and well-rounded seasons to be an attraction to college students, the community at large and the school aged children (long term audience development). | <p>This is the second Program Review for the BCC Performing Arts Center. We’re analyzing data from the first three seasons to better develop more attractive and interesting seasons.</p> <p>Based on the information from city-data, Barstow is 46.6% Hispanic, 28% White, 14% Black. Barstow USD is 67% Hispanic so that would indicate young Hispanic families. The PAC is going to offer a family ticket that will represent the cost of two adults and as many children as you want to bring for many of the events at the PAC.</p> | <p>We have learned the effect of different avenues of advertising (best spent money), the kinds of entertainment that draw groups indigenous to Barstow to the PAC venue while focusing on offering the best quality entertainment for the least amount of money.</p> <p>We have learned that advertising dollars should not be invested in media outside of the Barstow area and that radio reflects well only on their specific audience. For instance, advertising a classical music artist on a party radio station aimed at youth is not money well spent. Putting advertising dollars in an out-of-area newspaper when they won’t even run additional public relation materials for a specific event is a waste of money as well. Tidbits newspaper is an example of excellent Barstow coverage as this paper can be</p> |

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| | | found in hotels and restaurants locally. |
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Area Effectiveness Data and Analysis

Satisfaction Surveys

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Audits, project tracking, etc.

1) We are moving to a more robust ticketing company called Ludus.com instead of Vendini or Eventbrite. Through Ludus, we will be able to handle credit card sales, email lists, all events at BCC (Athletics, Foundation, etc), direct attachments to social media, all with a more user friendly Ludus product. Ludus also offers seat buffering for social distancing seating. Seats to the left and right are marked empty and unavailable around your reservation.

2) We have separated out previous show attendees and have included them on a more personal list through Ludus.com instead of a mass mailing venue list.

3) We are currently building and training more staff to accommodate larger audiences, performers and more activities.

4) We're building a substantial stable of sound and light technicians as we get busier and staff can't commit to all of the scheduled performances at the PAC.

5) We also need to do a better job of vetting entertainment that we book so that the quality is always high.

Student Equity Data

Specifically address any equity gaps. What innovative plans or projects will help to close these gaps?

We are working to book entertainment that more reflects the diversity of the Barstow community. According to the latest 2016 census data, Barstow is 46.6% Hispanic, 28% White and 14% African American. And in the K-12 school system, the Hispanic ratio is 67% so that indicates that there's families in the area and entertainment should be guided in that direction.

Policies and Process Response

What recent changes in policies, procedures and processes have impacted or will impact your Service Area or Administrative Unit (BCC BP/AP; Federal, State & local regulations; guidelines).

Describe the effect the changes or updates in policies and processes have had on the unit.

We are collecting data from each performance of audience numbers, ticket price threshold, online verses at-the-door ticket sales, direct and talent fee costs with each show and where money was spent on advertising.

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What in-house policies, procedures, and processes need to be updated, created, or deleted?

The PAC policies developed thus far are effective. 1) New policies will need to be drawn in order to collect credit card payments at the door. 2) New policies will need to be drawn up as we look to add more professional experts in the way of sound lights, scenery building, costume design and construction as well as other elements of theatre production. 3) To work with the BCC Educational Department as to how we can effectively grow class offerings to best support the students and use of the facility.

Collaboration with Other Areas Response

What areas are integral to the work of this area and why?

Provide examples of collaborating with other areas on projects, process improvement, etc.

We continue to be a Civic Center for the Barstow Community population, a meeting place for classes, clubs and organizations at BCC, and a concert/theater venue for all. We work with all departments and have scheduled class meetings in the main theater to utilize the projector and lecture capabilities.

What other areas have you worked with?

Provide examples of collaborating with other areas on projects, process improvement, etc.

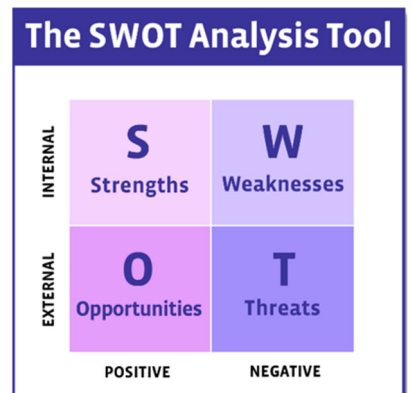
Mr. Allebes (Art Instructor) has reserved the PAC and has lectured several times to his students in the main theater. Student Services has utilized the PAC for many events and breakout sessions.

What other areas do you want or need to work with more and why?

Social media and personal email contact seems to be the best way to communicate with previous show audience members. We're looking for a way to collect data from those that buy tickets at the door and leave no other information.

SWOT Analysis

Conducting a SWOT Analysis (Strengths, Weaknesses, Opportunities, Threats) is another tool that can help areas evaluate themselves. The SWOT Analysis not only looks internally, but externally as well. The SWOT Analysis provides a way for areas to highlight their accomplishments and also identify possible gaps or issues that need to be addressed.



| | Positive/ Helpful | Negative/ Harmful |
|----------|--|---|
| Internal | STRENGTHS First and foremost, a beautiful brand new facility. The Performing Arts Center began in 2010 and finished in 2014 with a grand opening in February of 2015. We've offered a full season lineup of entertainment for the community as well as facilitating robust college internal use of the PAC facilities. | WEAKNESSES We have the building but we need the program support now. BCC should be in a position to offer additional music classes as well as courses in costume design and construction, scene design and creation, sound and lighting production, dance and choreography classes, and backstage theater management. |

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| | | A new Associate Degree for Transfer is in the works as these classes are developed. |
| External | <p>OPPORTUNITIES</p> <p>In the 2018-2019 season, we hosted a Band and Orchestra Festival where twelve local high schools come to the PAC and perform for judges for the purpose of adjudication. One week later, we hope to be offering a Choir Festival through the Southern California Vocal Association with the same accessibility for twelve high schools. This will bring more than 1,000 high school age students to visit the facilities at Barstow Community College as well as enjoying the amazing offerings of the PAC.</p> | <p>THREATS</p> <p>The Barstow population is about 22,000. It's important to create and sponsor activities that reflect such a diverse population. But the real threat seems to be the difficulty in getting Victorville High Desert area patrons to make the drive to Barstow. We seem to be about 90% reliant on the Barstow area population for patron participation.</p> |

III. Area Goals

In this section, areas will answer the question “How can we improve? What do we need to meet our goals?” The purpose of this section is to use data to develop goals and objectives for the next three years.

Reflect on the responses to all the previous questions and the SWOT analysis in Section Two. As you develop goals and objectives,

- Formulate **three to five Area Goals** to maintain or enhance program strengths, or to address identified weaknesses.
 - Cite evidence from assessment data and/or other area effectiveness data.
- Indicate how each Goal is **Aligned** with the College’s [Strategic Priorities](#).
- Identify explicit **Objectives** for reaching each goal.
- Develop **Outcome** statements and appropriate measures for each objective.

GOAL #1

Marketing and Outreach- Expand marketing, outreach, and access to our community so as to advance BCC’s PAC image as the best small college in the high desert.

Objective 1

Marketing and Outreach- Expand marketing, outreach, and access to our community so as to advance BCC’s image as the best small college in the high desert.

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Actions, Tasks

Email with the 1,200 patrons list of patrons that have visited the PAC facility for various performances. Focus marketing at a more extensive level on the local level including magazines like Tidbits, Senior News, Green Sheet and others.

Outcomes, Measures, Assessment

Increased ticket sales just after emails have been released. Increase audience participation in all activities at the PAC by accommodating prior event ticket sales at the box office, offering season tickets and utilizing credit card processing.

Objective 2

Fiscal Health- Sustain and cultivate an environment that strengthens the district's long-term fiscal health.

Actions, Tasks

By developing audience participation, the PAC anticipates being fully sustainable on its own without support from grants and donations.

Outcomes, Measures, Assessment

By offering ticket sales, season tickets at the box office and utilizing credit card processing for all transactions prior to the event.

Objective 3

Campus Culture- Build a diverse and committed campus culture that promotes engagement among students, staff (classified/management), faculty, and the college and the community.

Actions, Tasks

Developing a relationship with the BCC workforce by offering group ticket sales at a discount and steep discounts for BCC student participation

Outcomes, Measures, Assessment

Offering shows, performances, concerts and activities that would be of interest to the BCC workforce as well as the Barstow community at large.

Alignment to BCC Strategic Priority (Select at least one but also choose all that apply – click Choose an item for the drop-down list to appear)

Strategic Priority 3: Build Community

Strategic Priority 4: Achieve Sustainable Excellence in all Operations

Strategic Priority 1: Innovate to Achieve Equitable Student Success

Choose an item.

GOAL #2

Fiscal Health- Sustain and cultivate an environment that strengthens the district's long-term fiscal health.

Objective 1

Develop and oversee the sales and marketing plan which generates enough revenue to support the PAC's annual operations, including labor and maintenance costs.

Non-Instructional Program Review Template

Actions, Tasks

Develop and oversee the sales and marketing plan

Outcomes, Measures, Assessment

An increase in advertising and promotion of civic events and productions.

Objective 2

Budget appropriate rental fees, billing, ticket prices, labor costs and other associated costs for all events.

Actions, Tasks

Maintain financial records of rental agreements and contracts including all revenue and expenditures.

Outcomes, Measures, Assessment

Ability to process financial transactions and contract agreements through the Business Office as necessary to ensure proper billing and payment of fees.

Objective 3

Prepare and submit independent contracts for services needed during events/productions.

Actions, Tasks

Creation of a Budget Tracker in MS Excel with automated functions and track all of my requisitions and purchase orders so I know exactly where I am in the process.

Outcomes, Measures, Assessment

This system proved very valuable when the Business Office contacted me to find which purchase orders were part of the Gee Foundation grant that we received for "Rainbow Fish Musical."

Alignment to BCC Strategic Priority (Select at least one but also choose all that apply – click Choose an item for the drop-down list to appear)

Strategic Priority 2: Ignite a Culture of Learning and Innovation

Choose an item.

Choose an item.

Choose an item.

GOAL #3

The BCC PAC has completed three seasons of events for the 2017-2020 academic year. We are monitoring data through, audience attendance, advertising money best spent and other analysis.

Objective 1

Maintain a data base of a complete budget, ticket sales, talent expenditures, audience statistics and support services requires.

Actions, Tasks

Performance data is kept and analyzed for audience numbers in quantity and region as well as budgets kept for all expenditures and income for every event.

Outcomes, Measures, Assessment

Statistical data is kept on one table chart in MS Excel for quick comparisons of recent and prior events as well as data for facility use by outside organizations

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Objective 2

Maintain a statistical database to compare audience participation by city and age groups.

Actions, Tasks

Data is currently being collected through Eventbrite and separated by city and audience age groups.

Outcomes, Measures, Assessment

All Eventbrite, Vendini and Ludus data is downloaded and every show is connected by all participants, emails and physical addresses.

Objective 3

All Eventbrite, Vendini and Ludus data is downloaded and every show is connected by all participants, emails and physical addresses.

Actions, Tasks

Request the information when the purchase tickets at the box office or on the phone when they order tickets prior to the event.

Outcomes, Measures, Assessment

Ludus.com ticket processing software will be more instrumental in gathering additional information from patrons.

Alignment to BCC Strategic Priority (Select at least one but also choose all that apply – click Choose an item for the drop-down list to appear)

Strategic Priority 3: Build Community

Strategic Priority 4: Achieve Sustainable Excellence in all Operations

Strategic Priority 2: Ignite a Culture of Learning and Innovation

Choose an item.

GOAL #4

The BCC PAC is developed three eclectic and well-rounded academic year seasons to be an attraction to college students, the community at large and the school aged children (long term audience development).

Objective 1

Evidence Based Decision Making- Enhance and further an evidence-based framework that supports the institution's decision-making process.

Actions, Tasks

Utilizing information gathered from the database from previous performances and activities to determine what is more attractive to developing a larger audience.

Outcomes, Measures, Assessment

A surge in audience participation as well as memberships, season ticket sales and expanding PAC donations from patrons of the arts..

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Objective 2

Marketing and Outreach- Expand marketing, outreach, and access to our community so as to advance BCC's image as the best small college in the high desert.

Actions, Tasks

Utilizing email addresses garnered from previous performance attendees to direct market information of coming performances and activities.

Outcomes, Measures, Assessment

Direct Marketing of events through email contact and those patrons that utilize Facebook, Snapchat and other social media for contact information.

Objective 3

Campus Culture- Build a diverse and committed campus culture that promotes engagement among students, staff (classified/management), faculty, and the college and the community.

Actions, Tasks

Developing a relationship with the BCC workforce by offering additional activities at the PAC like movie nights, art films in the Blackbox Theatre and lectures in the main theater.

Outcomes, Measures, Assessment

College campus workforce participation in the activities at the PAC like movie nights, art films in the Blackbox Theatre and lectures in the main theater.

Alignment to BCC Strategic Priority (Select at least one but also choose all that apply – click Choose an item for the drop-down list to appear)

Strategic Priority 1: Innovate to Achieve Equitable Student Success

Strategic Priority 2: Ignite a Culture of Learning and Innovation

Strategic Priority 3: Build Community

Strategic Priority 4: Achieve Sustainable Excellence in all Operations

GOAL #5

Educational Success- Measurably advance student equity, completion and attainment of educational goals.

Objective 1

Click or tap here to enter text.

Actions, Tasks

Click or tap here to enter text.

Outcomes, Measures, Assessment

Click or tap here to enter text.

Objective 2

Click or tap here to enter text.

Actions, Tasks

Click or tap here to enter text.

Non-Instructional Program Review Template

Outcomes, Measures, Assessment

Click or tap here to enter text.

Objective 3

Click or tap here to enter text.

Actions, Tasks

Click or tap here to enter text.

Outcomes, Measures, Assessment

Click or tap here to enter text.

Alignment to BCC Strategic Priority (Select at least one but also choose all that apply – click Choose an item for the drop-down list to appear)

Choose an item.

Choose an item.

Choose an item.

Choose an item.

IV. Resource Requests: What does the area need to meet its goals and objectives?

Areas can submit their requests for resources by utilizing the Resource Request Form. Requests should be evidence-based and tied to goals and objectives.

This form may also be updated and submitted in Years Two and Three if needed.