

# FULLERTON COLLEGE

ELEVATING EXCELLENCE.

## Administrative & Operational Services

2012-2013 Self-Study  
Two-Year Program Review  
Campus Theatre Operations

Fine Arts Division

### Statement of Collaboration

The department/office staff listed below collaborated in an open and forthright dialogue to prepare this Self Study. Statements included herein accurately reflect the conclusions and opinions of the department/office staff.

### Participants in the review:



Edward Huber  
Joel Howden  
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### Authorization

After the document is complete, it must be signed by the Principal Author, the Department Manager, and (when appropriate) the Dean or appropriate Immediate Management Supervisor (IMS) prior to submission to the Program Review Committee.

Edward Huber

Theatre Production  
Coordinator

Printed name of Principal Author	Signature	Title	Date
Robert R. Jensen		Dean, Fine Arts	1/25/2013
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## 1.0 Mission and Goals

Mission, Vision, Core Values and College Goals drive all college activities. Describe how your department/office supports each of these.

*Fullerton College Mission Statement: We prepare students to be successful learners.*

Campus Theatre Operations serves the college's instructional and student services divisions by providing facilities and technical expertise for public performances and presentations. The central theme of the events supported by Campus Theatre Operations is student success.

*Fullerton College Vision: Fullerton College will create a community that promotes inquiry and intellectual curiosity, personal growth and a life-long appreciation for the power of learning.*

The programming supported by Campus Theatre Operations explores and develops each direction of the college's vision statement. Whether by hosting a guest speaker, producing a theatre, music, or dance performance, presenting a film series, or providing a venue for a special event or festival that encourages intellectual curiosity and personal development, and celebrates the power of learning, Campus Theatre Operations supports each facet of the college's vision statement. The stories, personalities, and ideas featured on the college's multiple stages emphasize learning as a dynamic and life-long experience.

*Fullerton College Core Values*

- *We respect and value the diversity of our entire community.*
- *We value tradition and innovation.*
- *We support the involvement of all in the decision-making process.*
- *We expect everyone to continue growing and learning.*
- *We believe in the power of the individual and the strength of the group.*
- *We expect everyone to display behavior in accordance with personal integrity and high ethical standards.*
- *We accept our responsibility for the betterment of the world around us.*
- *We value and promote the wellbeing of our campus community.*

The events supported by Campus Theatre Operations reinforce the college's core values by (1) the diversity of subject matter, (2) the focus on training, teaching, and learning, and (3) the collaborative team work required to successfully produce the events. The Campus Theatre commitment to innovation is expressed through the acquisition and maintenance of the latest digital technologies in sound and lighting, a recently replaced state-of-the-art stage rigging system, and the auxiliary equipment required for successful live performances and presentations. The stage crew members employed by Campus Theatre Operations and the students they serve are encouraged to continue to develop their skills towards the goal of a successfully run event. The wide variety of subjects and points of view represented by the events produced in our multiple performance venues help the student audience members to better understand our world, our responsibilities to our fellow citizens, and the importance of leading a life of honesty, value and significance. The Campus Theatre staff meet monthly with the technical theatre professors of the Theatre Arts Department, providing increased communication and informed decision making affecting equipment, scheduling, and training.

*Fullerton College Goals*

*Goal 1: Fullerton College will promote student success.*

*Objective 3: Increase the number of degrees and certificates awarded.*

Close connections exist between Theatre Career Technical Education faculty and Campus Theatre Operations staff. Theatre CTE students work in the performance venues maintained and operated by Campus Theatre Operations staff, and some of those students are hired to work as adult hourly stage crew members. One of the goals of the Campus Theatre staff is to train students to acquire advanced technical theatre skills to qualify for fulltime employment in the entertainment industry or to work in amateur theatre as a successful technician and leader. The Campus Theatre staff serve on CTE advisory committees and have contributed to the creation of a new CTE certificate, Theme Park Technician.

*Goal 3: Fullerton College will strengthen connections with the community.*

Fullerton College responds to the Civic Center Act-EC Section 38130 et seq. by offering our facilities to community-based performers, speakers and organizations, including dance companies, festival companies, church groups, and contests. Those events draw in excess of 20,000 participants and audience members to our campus. Those events are scheduled after the primary campus clients have been scheduled.

*Objective 2: Increase contacts with local feeder high schools.*

Campus Theatre Operations supports the choral festival, piano ensemble festival, jazz festival, and theatre festival, which bring over 7,500 students and families to the college each year. We also support the Counseling Department's outreach events for recruitment and orientations for high school students and their families. Two outside music festival companies bring additional local junior high school and high school students in large numbers to our campus.

*Objective 5: Engage the community through Centennial events.*

Campus Theatre Operations is slated to provide support for the Centennial Exhibition opening reception, the alumni reception and the performance of Ragtime, the Futures Conference, and the Under the Stars: Legends of Fullerton College Gala.

## **2.1 Department/office Description/Data & Trends Analysis**

### **General Description:**

Campus Theatre Operations is dedicated to providing theatrical technical support for over 100 Music, Theatre, Dance and special events produced by other campus groups and several off campus clients in three indoor theatres, multiple outdoor locations, and other venues throughout the campus. The three indoor facilities are the Campus Theatre, Wilshire Auditorium, and the Recital Hall. When larger special events occur on campus, and our production schedule permits us to do so, the Campus Theatre Operations staff also provides technical support in classrooms and meeting rooms for those additional events. The keystones of service to that diverse set of clients are organization, professionalism, audience comfort, and the safety of the performers/presenters and the audience.

The scale and number of events supported by Campus Theatre Operations make it one of the most prolific production organizations on campus. Campus Theatre Operations conducts its activities 51 weeks per year. During its peak usage times, the staffing assignments cover seven days per week, 12 to 16 hours per day. Full time employees and support staff sometimes work split shifts or simultaneous shifts when multiple venues are used simultaneously. Any quiet times of theatre usage are then scheduled for maintenance of equipment and facilities.

Campus Theatre Operations utilize the work schedules of three full time classified staff, augmented by a sizable group of adult hourly employees, student hourly employees, and professional experts. The teams assembled to work on specific events include the following specialists:

- Master Electrician – Hangs lighting instruments on stage, equipment cable need
- Front of House Audio Mixer – Sets up audio equipment on stage, adjusts microphone levels, controls music playback
- Lighting Programmer – Inputs instructions into Computerized Lighting Console and references instructions throughout the event to create specific lighting on stage.
- Master Rigger – Hangs scenery, fabric, and special equipment, operates the rigging system
- House Manager – Coordinates audience and lobby areas.
- Master Carpenter
- Technical Direction (classified staff or professional expert only)
- Box Office Coordinator – Sells tickets, deposits income, maintains mailing list, and provides accounting.
- We also utilize less skilled staff to perform tasks that are less critical to the production’s needs.
  - Cleaning theatre and provide general maintained to the theatrical equipment

2.2 Staffing – complete the table below:

CURRENT STAFF				
Please list each position by classification in the department/program	Percent of employment	Months per year of employment	Source of funding (General / Categorical)	FTE
<b>Managers</b>				
(Dean of Fine Arts)	(100%)	(12)	General	na
<b>Classified</b>				
Theatre Production Coordinator	100 %	12	General	1
Theatre Technician	100%	12	General	1
Administrative Assistant I (Box Office Coordinator)	100%	12	General 75% and rental income 25%	1
<b>Hourly – Adult (\$10.00-\$13.50/hour)</b>				
18 employees: 7,978.75 hours	Temp	38 ½ wks	Rental income	3.84
See <i>Staffing Analysis</i> Attachment				
<b>Hourly – Student</b>				
	Temp	20 hrs/wk	Rental income	
<b>Professional Experts</b>				
4 employees: 412 hours	Temp	38 ½ wks	Rental Income	.20
See <i>Staffing Analysis</i> Attachment				

<b>Total FTE</b>				7.04

### 2.3 Other Resources

<b>OTHER RESOURCES</b>				
Please list each position by classification in the department/program	Services Provided	Number of Hours	Overall Cost	Source of funding (General / Categorical)
<b>Independent Contractors</b>				
Repair technicians	Special equipment repair	unavail	500-2000	
Piano Tuners	Tuning Pianos	40	\$ 2,000	Rental income
Piano Movers	Move pianos between venues	10	\$ 750.00	Rental income
Carpenter (projected in 2013)	Cabinetry	Na	Na	Rental income
<b>Volunteers</b>				
Ushers	Ushering by producing groups	1,500	free	free
<b>Interns</b>				
		0	0	
<b>Totals Hours &amp; Costs</b>		<b>1,550.00</b>	<b>3,250-4,750</b>	
<b>Total FTE</b>				<b>7.04</b>

### 2.4 Utilize the data provided in the tables above in a discussion of the appropriateness of the staffing levels of this department/office.

- 2. 4.1 The 38½ weeks of employment limitation for professional experts and adult hourly employees makes event coverage very challenging and consistency of crew assignments very difficult.
- 2.4.2 The expected District announcement that starting July 1, professional experts will only be permitted to work 29 hours per week will make it difficult to adequately cover events. It is already difficult to operate the theatre technologies within the limitation of forty hours per week.
- 2.4.3 The expected District announcement that starting July 1, adjunct faculty will not be permitted to work as professional experts means that we will face another challenge in placing highly skilled people in position to operate sophisticated theatre technologies.
- 2. 4.4 Professional experts are employed by the Campus Theatre Operations staff, because it is difficult to retain highly skilled technicians within the current limits of pay scales available to adult hourly employees (\$10.00-13.50 per hour) Without the higher pay scale assigned to professional experts, we would not be competitive with the pay scales of crew members employed by local theatre venues and performing arts centers.

- 2.4.5 The scale, number, and frequency of events places an unusual burden on the Theatre Production Coordinator and Theatre Technician, who are then drawn into many overtime hours each year.
- 2.4.6 The pay scale of the Box Office Coordinator is not commensurate with the responsibilities of a contemporary, website-active, and financially very active operation. Through close collaboration with Academic Computing, the Box Office Administrative Assistant, maintains the Fine Arts server and Fine Arts websites, provides extensive event box office activity reports, manages an extensive Fine Arts patrons mailing list, tracks rental client billing and payments/refunds, and provides accounting for all hourly employee timecards.

## **2.5 How does this department/office serve the population of the college?**

- 2.5.1 Campus Theatre Operations provides theatrical technical support to both on and off-campus performance groups for concerts, plays, dance performances, festivals, lectures and other special events in the Campus Theatre, Recital Hall and Wilshire Auditorium as well as other venues on campus.
- 2.5.2. Campus Theatre staff train students in current theatre technologies and practices and prepare them for employment in the entertainment industry.
- 2.5.3 We maintain three theatres, insuring they are clean and safe for performers and audiences when they arrive.
- 2.5.4 One of the most important first steps in any event we support is the sit-down meetings with clients to assess their needs, our resources, and a successful outcome to each event. Although we support many events, we must respect how important each event is for each client.
- 2.5.5 The clients we serve provide entertainment, recognition, and education for the students, staff, and community members in attendance at the events.

## **2.6 Since the previous Program Review Self-Study what significant changes have occurred that impact the services of this department/office?**

This is our first program review.

2.6.1 In recent years, changes in District policies regarding temporary employees have adversely affected our operations. New policies preventing adjunct faculty from serving as professional experts and limiting all professional experts to less than 30 hours will continue to make difficult the scheduling of event coverage and the recruiting of caliber and skilled employees required to run our operations. Please see 2.4 above.

2.6.2 The extensive outside client rental schedule permits our operations to allow Campus groups to use our facilities free of charge. Most colleges charge their on campus clients. The increasing challenge is to find and support enough off-campus clients to allow us to provide complimentary service to campus clients and make up the difference between what we are funded through the general fund for supplies and equipment, and what is required financially to maintain and upgrade a current state-of-the-arts facility. The tension between the schedule and resources required to create an adequate revenue stream and the pressure to accommodate an active on-campus schedule of events make our operations very challenging.

2.6.3 Our complex technical systems require the level of a highly skilled technician to insure their safe and proper use. Because we are on the low end of the pay scale among like employers, it is difficult to attract and retain such experienced technicians. Recently, we have been pursuing a new hourly employee pay scale for Stage Technicians. This new rate would allow us to hire skilled technicians for events outside the academic calendar and keep a larger pool of trained technicians.

**2.7 A. What methods are used to evaluate the department/office's effectiveness to the population that interacts with this department/office?**

- 2.7.A.1. The Box Office provides an on-line survey instrument for patrons.
- 2.7.A.2 The Campus Theatre does not yet have an on-line survey instrument for clients.
- 2.7.A.3 Through the use of pre-production meetings and then by email we encourage our clients to provide critical feedback about our customer service.

**B. What do the results of the above methods of evaluation indicate about the effectiveness of the department/office?**

Clients regularly communicate their thanks and appreciation for the service they receive by sending thank you emails. We have expanded our box office service to include some new on-campus clients, including the Foreign Film Festival. Our involvement helps eliminate cash handling issues by event producers, insures timely deposits to the Bursar's Office, and includes a detailed accounting report for the client. We feel we provide a good service to our clients and we continue to discuss ways to improve our service and the related training of our employees. The number of complaints from clients sent to the Dean of Fine Arts has substantially been decreased in recent years.

**C. How have the results of this analysis been used to make improvements to services provided by this department/office?**

We use the feedback to understand our clients' needs and requests. We implement new procedures, when necessary, and analyze their production needs to consider purchases of new equipment and adjusting staffing requirements.

**2.8 Describe any laws, regulations, trends, policies and procedures or other influences that have an impact on the effectiveness of your department/office.**

- District Policies on Adult Hourly Personnel. (38½ weeks versus 195 days)
- District Policies on Professional Experts (40 hours per week, soon to be 29 hours per week)
- New District Policy on Adjunct Faculty not serving as Professional Experts
- Civic Center Act—EC Section 38130 et seq.
- National Electrical Code. (NEC)
- Occupational Safety and Hazard Administration. (OSHA)
- District Safety Policies – we are actually striving to exceed the standards.
- Local Authority Having Jurisdiction. (AHJ)
- District Pay Scale for Adult Hourly Employees (we need to create a new pay scale of \$18.00-\$20.00 per hour for stage technicians).

## **2.9 Provide any other data that is relevant to your self-study.**

### **2.9.1 Aging and Inadequate Facilities**

#### **2.9.1.2 Wilshire Auditorium**

- (1) Broken seating—415 seats down to 320 seats in five years—no repair parts available
- (2) No ADA access to restrooms or stage
- (3) Restrooms not large enough for auditorium capacity
- (4) Front of house lighting position does not cover apron of stage
- (5) No dressing rooms
- (6) Inadequate backstage storage
- (7) No fly space
- (8) Poor acoustics
- (9) No Assisted Listening System

#### **2.9.1.3 Campus Theatre**

- (1) Poor off-campus patron access to the Box Office (no temporary parking)
- (2) Inadequate storage areas
- (3) Drop-off and load-in to the Campus Theatre must occur through the Scene Shop
- (4) Inadequate dressing room space
- (5) Bathrooms do not meet ADA requirements
- (6) No Assisted Listening System
- (7) Production Office, Lighting Booth, and Costume Shop located in the 1300 building do not meet ADA requirements.

#### **2.9.1.4 Recital Hall (1111)**

- (1) Broken seating (presented as a goal in the Music Department Program Review, 2011)
- (2) Old curtains
- (3) Inadequate configuration for choir rehearsals
- (4) Very cramped backstage storage.
- (5) The NOCCCD Educational Master Plan 2012 identifies the remodeling of Wilshire Auditorium and the creation of new performing arts facilities as priorities of the future. The plan would include the demolition of the 1100, 1300, and 2000 buildings and the creation of a new performing arts complex south of Chapman Avenue.

### **2.9.2 Inadequate Facilities Security**

- (1) Summer 2012: Two thefts occurred in the Wilshire Auditorium and \$20,000 worth of equipment was stolen.
- (2) Doors to theatre facilities are routinely found unlocked.
- (3) The issuance of security keys to many staff members creates too much access to secured areas. Some faculty allow students to use their keys to the facility, which can compromise security.



### **2.9.3 Inadequate Base Budget Support**

- (1) We only receive an \$8,000 budget from the District to support events, maintain equipment and upgrade facilities.
- (2) Annual temporary labor costs incurred to support the 12-month production calendar exceed \$150,000 per year.
- (3) All labor, most supply, all repair and most equipment purchases come from rental revenue income.

### **2.9.4 Energy Consumption**

- (1) When performance venues serve as classrooms, the house lighting systems in place to provide general illumination for the audience are inefficient and expensive to operate.
- (2) The existing Theatrical Lighting System in each of our facilities utilizes inefficient incandescent stage fixtures.
- (3) New technology utilizes LED which is more efficient, last longer and reduces maintenance costs.
- (4) Replacing exiting equipment can reduce energy consumption by 60%.
- (5) Replacement equipment contains features that would eliminate the need to purchase color filters or gel that are applied to the face of traditional lighting instrument to change the color light. Gel has a short lifespan due to the heat emitted from traditional lighting instruments.

### **2.9.5 Emergency Preparedness**

- (1) We do not currently have an emergency preparedness plan for what are defined as general assembly areas (our theatres), facilities in which large numbers of people congregate during peak usage. Sometimes the number of people in attendance at an event can be in excess of 3,000 people.
- (2) The Technical Operations Committee (Campus Theatre Operations, Theatre Arts Department technical theatre faculty and staff) is currently developing such a plan in written form and is preparing to stage an emergency evacuation simulation drill involving, cast, crew, and audience.

### **2.9.6 Success of Box Office Operations**

- (1) During the last audit of Box Office Operations, District auditor Pete Cruz complimented the Box Office for its excellent cash handling procedures, accounting and reporting, and security practices, including how cash is deposited in the Bursar's Office.
- (2) The Box Office on-line survey consistently compliments the service that clients receive and the accuracy of information the patron is provided.
- (3) The Box Office Administrative Assistant's work on the Fine Arts websites, and the Box Office website in particular, produces a high level of accuracy about performance dates and times, ticket prices, parking options, and policies unique to specific performances.

### **2.9.7 Former Employees and Students**

- (1) Visit the Alumni News sections of the Music and Theatre websites, and you will discover a large number of Fullerton College alumni who are currently working in the entertainment industry. All of them have performed in the Campus Theatre, Recital Hall, and Wilshire Auditorium (as well as the Bronwyn Dodson Theatre, which is run by the Theatre Arts Department). Many of them have worked as temporary employees in Campus Theatre

Operations. A large number of stage technicians currently work at Disneyland, Tokyo Disneyland, Disney World, Disney Cruise Lines, Knotts Berry Farm, Universal Studios, and other theme parks. Many also work in regional and professional theatre across our nation, including Broadway, and some even operate their own theatre companies. Many of the storefront theatres in Orange County are run by Fullerton College alumni. Other alums are successful recording artists and engineers, instrumentalists, vocalists, composers, and educators. Another set of alums work in Hollywood as actors, writers, directors, producers, technicians, agents, and production assistants. As the centennial team researches their stories, many of them cite the quality of the performance experiences and the professionalism of the support they received as students in our facilities.

(2) It is significant how many alumni have returned for recent reunions, have expressed interest in the centennial reunions. The Campus Theatre is an important part of those performance memories.

**2.9.8 Current Levels of Campus Theatre Support of Campus and Off Campus Clients**

See attachment: Fullerton College Fine Arts Division Event Listing

See attachment: Payroll Allocation Report

**In 2011-2 Campus Theatre Operations supported the following events**

Organization by category	Number of events	Labor Hours charged to event	Percentage of total hours	Notes
Music Department	45	2,189.50 hours	21.9%	Concert and festivals
Theatre Arts Department	21	857.25 hours	8.5%	Campus Theatre only
Physical Education	7	752 hours	7.5%	Includes rehearsals
Fine Arts Division	6	60 hours	6%	Special Division sponsored events
Other campus groups	35	706 hours	7%	Art, Cadena Ctr, FC Clubs, Counseling, EOPS, Health Services, Humanities, Printing, Public Information, Social Science, Special Programs, Tech/Eng, Cosmetology, VP Stud Services, Staff Development.
<b>Total Campus groups</b>	<b>114</b>	<b>4,564.75 hours</b>	<b>45.7%</b>	
Off Campus Clients	20	4,911 hours	49%	Rental Income/labor only; clients are also charged facility and equipment fees
Theatre Maintenance		502 hours	5%	
<b>Total</b>	<b>134</b>	<b>9,977.75 hours</b>	<b>100%</b>	

Total hours: 10,192 hours of temporary employees' time and classified overtime hours.

Outside rental income subsidizes over \$90,000 of complimentary labor to campus groups, including the Fine Arts Division departments.

***Strengths, Weaknesses, Opportunities, Challenges (SWOC)***

**2.10 Based on your analysis in 2.1 through 2.9, what are the strengths of your department/office?**

- (1) The Campus Theatre is prolific in its production calendar.
- (2) The labor demands of the Campus Theatre Operations are challenging and require the employment of highly skilled stage technicians.

- (3) The focus on client service is excellent.
- (4) The equipment and practices employed by Campus Theatre Operations allow crew members and participating students to access current state-of-the-art theatre technologies and very exciting productions, performances, and presentations.
- (5) The equipment and practices employed by Campus Theatre Operations provides an excellent training laboratory for the Theatre Arts and Music CTE program students.
- (6) Campus Theatre Operations staff enjoy and cultivate collaboration with both on-campus clients and off-campus clients, providing a model for both instructional excellence and community engagement.
- (7) The stage technicians employed by Campus Theatre Operations represent great diversity in backgrounds, cultural identities, and career aspirations. Their dedication to service and high production standards contribute greatly to the success of the operations.
- (8) The Box Office provides accurate, timely, and excellent service to the patrons and clients who use our facilities.
- (9) For more than fifteen years, Campus Theatre Operations has been able to utilize rental income to (1) provide complimentary service to on-campus clients, (2) supplement supply and equipment budgets, and (3) support an extremely active performance schedule for the Music, Theatre, and Dance Departments, all who expect and receive highly technical support.

**2.11 Based on your analysis in 2.1 through 2.9, what are the weaknesses of your department/office?**

- (1) Having only two full-time classified staff assigned to the technical theatre operations and because the Box Office Administrative Assistant is not permitted to work out of classification as a Theatre Technician, the supervisory workload of the Theatre Production Coordinator and the Theatre Technician are tremendous.
- (2) The Box Office Coordinator position needs to be re-classified, and the college needs to absorb the cost of moving the position from 75% to 100%, a direction that came from the District because of the hours worked by the current staff member in this position.
- (3) Staff Scheduling is very complicated and taxing. The TOSS system is helping, but it needs to have additional features developed for greater accuracy and ease in scheduling.
- (4) The training of new employees and their development needs to be formalized, documented, and consistently employed.
- (5) The Campus Theatre and Wilshire Auditorium do not operate under an Emergency Preparedness Plan for large assembly areas. They do fall under the auspices of the campus' emergency preparedness plan, but these facilities need to operate under special circumstance descriptions and protocols.
- (6) If we take the needs of our repeat clients for granted, we set ourselves up for unnecessary surprises and potential client dissatisfaction.
- (7) Because 90% of our clients are repeat customers, we sometimes assume that we know what an event might entail. This can lead to surprises on event days.
- (8) Wilshire Auditorium is an old facility with declining seating, several ADA issues that need to be resolved, limited backstage storage, poor lighting positions requiring renovation, no dressing rooms, inconsistent security, and inadequate restrooms that do not meet ADA requirements.

**2.12 Based on your analysis in 2.1 through 2.9, what opportunities exist for your department/office?**

- (1) We enjoy our proximity to the entertainment capital of our nation, allowing us to keep easily informed about industry standards and practices.

- (2) We enjoy an excellent relationship with our Theatre alumni and Campus Theatre former employees, who allow us to keep easily informed about industry standards and practices.
- (3) Both full-time faculty and classified personnel have worked for local theatre companies and one major amusement park, which also contributes to the currency of our knowledge about the entertainment industry.
- (4) We consistently and professionally serve a diverse student population and their instructors by providing safe performance areas, high production standards, and a wide variety of different kinds of events and subject matter. Each new season represents a new set of challenges and opportunities for us, because each season is uniquely different in the works that are produced, the speakers who come to our campus, and the special events that are staged.
- (5) We take great pride in being able to promote the college and its programs through the rental of our facilities to a large number of community organizations. We abide by the stipulations of the Civic Center Act, allowing the college to demonstrate its commitment to the community by making our facilities available to them.
- (6) We have consistently prepared students for employment in the entertainment industry.
- (7) We look forward to staging several centennial events in the Campus Theatre during the Fullerton College Centennial Year.

### **2.13 Based on your analysis in 2.1 through 2.9, what challenges exist for your department/office?**

- (1) The increasing restrictions on professional experts and the restriction of temporary employees to 38½ weeks of employment per year make staffing 51 weeks of events very challenging.
- (2) We depend almost entirely on rental income to keep our operations going.
- (3) We operate under a non-competitive pay scale for stage technicians.
- (4) We face significant storage challenges, since our principal storage facility (the Campus Theatre Trap room) is shared with the Theatre Arts Department, who have an extensive array of important equipment they store there as well.
- (5) The security of our facilities is of high concern.
- (6) Several important aspects of the Campus Theatre and Wilshire Auditorium do not meet ADA requirements.
- (7) Remaining current, in the theatre technologies we employ and the practices we follow, is a daunting but exciting challenge.
- (8) The scale of activity in rehearsal and performance needs of our clients force us into long work schedules and great challenges in staffing and scheduling.
- (9) The maintenance and required improvements to our facilities are squeezed into few down-times in our schedule.

## **3.0 Evaluation of Processes used by Department/Office or Services**

### **3.1 Describe any ongoing or systematic method used to evaluate the efficacy of processes used by your department/office.**

- (1) We hold monthly Technical Operations staff meetings with Theatre Arts staff to discuss technical needs, trends and concerns.
- (2) We hold a yearly orientation meeting with new and returning hourly staff to introduce new procedures and individual professional development plans.

- (3) We engage in communication between client, faculty and Classified staff to insure that the production or presentation is successfully scheduled and executed.
- (4) We hold discussions with Hourly and Classified staff to make sure we are properly serving our clients and striving towards improving our productivity and use of resources, both human and technical.
- (5) The Box Office created a Business Plan in 2010, and regularly revisits that plan to help with strategic purchases, changes in policies, and the per ticket assessment fees which help defray costs.

### 3.2 Provide example(s) of how this self-analysis has led to continuous quality improvement.

- (1) Proficiency in technical theatre applications and processes and improving customer service are part of the training of new employees and the annual review meetings between Classified staff and temporary employees.
- (2) The Box Office Business Plan is used to justify purchases and advances changes in scheduling and fees to help defray the costs of operating the Box Office during after school hours and when demand or schedules require hiring additional personnel to work in the multiple box offices.

## 4.0 Service Area Outcomes (SAO) Assessment

### 4.1 List your SAOs and complete the expandable table below.

	Service Area Outcomes (SAO)	Date Assessment Completed	Date(s) Data Analyzed	Date(s) Data Used For Improvement	Number of Cycles Completed
1.	Provide professional standards of support for live performance clients and a safe and clean environment for their patrons.	n/a	n/a	n/a	n/a
2.	Provide accurate and efficient box office operations for the customer and accurate accounting for the client.	2/2013	2/2013	2/2013	n/a

### 4.2 Assessment: Complete the expandable table below.

<b>Service Area Outcomes Assessment for the Administrative/Operations Division of Fullerton College</b>				
SAO Number	Intended Outcomes	Means of Assessment & Criteria for Success	Summary of Data Collected	Use of Results
1.	Provide professional standards of support for live performance clients and a safe, clean, and technologically relevant environment for their patrons and the students who work in our performance venues.	On line survey for clients (to be developed)		
2.	Provide accurate and efficient box office operations for the customer and accurate accounting for the client.	a. the box office on line survey results are published monthly. b. the client survey is yet to be developed	Will provide after 2/13 meeting	n/a

### **4.3 How has assessment of SAOs led to improvements in services provided to the consumer by this department/office?**

This program review cycle represents the first time that Campus Theatre Operations and Box Office Operations have been required to provide Service Area Outcomes. Customer and client service, however, have always been of highest concern to Campus Theatre staff. The creation of a new client on-line survey and the use of the current Box Office patron survey will help us to systematically address our customer service issues. Even before the creation of service area outcomes, we have been focused on supporting our instructional programs with the acquisition of equipment and the implementation of practices that reflect current entertainment industry standards within the parameters of an instructional environment.

### **4.4 What challenges remain to make your department/office SAOs more effective?**

We have just created these service area outcomes and look forward to improving our client and customer service and to creatively improving the kinds of support we offer the college's instructional and student service programs in pursuit of the college goals.

### **4.5 Describe how the department/office's SAOs are linked to the college's goals.**

(See <http://programreview.fullcoll.edu/> )

- (1) The performance venues of Fullerton College attract a large number of community members, students, and staff to attend events supported by the Campus Theatre and Box Office Operations staff. Depending upon the nature and content of those public events, the college's goal to increase community involvement in the college is regularly met by the programming that is scheduled in our facilities.
- (2) The close connection between the Music, Theatre, Dance, and other instructional programs and our operations allows us to support the first two college goals about increasing student success and closing the achievement gap. Although we serve in support of those programs, we attempt to create a professional environment that enhances and supports the college's abilities to meet all three college goals. Relevance for us translates not only in the content that is presented, but also in the technology that we utilize in support of the programs, faculty, and students whom we support.

## **5.0 Evaluation of Progress Toward Previous Goals**

### **5.1 List the goals from your last self-study/program review.**

This is our first self study/program review.

### **5.2 Describe the level of success achieved in the goals listed above.**

N/A

### **5.3 In cases where resources were allocated toward goals, evaluate the efficacy of that spending.**

N/A

## 6.0 Goals

Using the table below, list the short and long term goals (a minimum of two for each) for your program. These goals should follow logically from the information provided in the self-study. Use a separate table for each additional goal.

### 6.1 Short-term Goals (for this two-year cycle)

<b>SHORT TERM - GOAL #1</b>	
Identify Goal:	Improve client support and satisfaction.
Describe the plan to achieve the Goal (Action-Plan):	1. Regularly schedule a pre-production meeting for each client utilizing our facilities. 2. Develop an on-line client satisfaction survey.
What <i>Measurable Outcome</i> is anticipated for this goal?	Be able to provide a more efficient to our clients as well as better prepare our staff for events.
What specific aspects of this goal can be accomplished without additional financial resources?	No additional resources are required to accomplish this goal.

<b>SHORT TERM - GOAL #2</b>	
Identify Goal:	Replace rapidly failing seating in Wilshire Auditorium, a hazard to audience members and classes utilizing the auditorium.
Describe the plan to achieve the Goal (Action-Plan):	1. Work with Facilities staff to obtain replacement quotes. 2. Secure funding source. 3. Work with District purchasing to conduct the bid process. 4. Oversee contractor replacing seating in the auditorium.
What <i>Measurable Outcome</i> is anticipated for this goal?	1. Restore seating capacity of the auditorium. 2. Reduce injury incidents. 3. Increase revenue potential for participating organizations.
What specific aspects of this goal can be accomplished without additional financial resources?	# 1, 2 and 3 can be accomplished without additional funding.

<b>SHORT TERM - GOAL #3</b>	
Identify Goal:	Replace Architectural lighting fixture/lamps in both the Campus Theatre and Wilshire Auditorium.
Describe the plan to achieve the Goal (Action-Plan):	Purchase energy efficient LED fixtures and lamps to replace house lights and work lights.
What <i>Measurable Outcome</i> is anticipated for this goal?	Savings to college by decreasing energy use by 70% of the house lights found in Wilshire Auditorium and the Campus Theatre.
What specific aspects of this goal can be accomplished without additional financial resources?	None

<b>SHORT TERM - GOAL #4</b>	
Identify Goal:	Provide assisted listening system in Campus Theatre and Wilshire Auditorium
Describe the plan to achieve the Goal (Action-Plan):	Research, purchase and install Assisted Listening System for Campus Theatre and Wilshire Auditorium
What <i>Measurable Outcome</i> is anticipated for this goal?	Comply with Title II of the American Disabilities Act <a href="http://www.ada.gov/t2hlt95.htm">http://www.ada.gov/t2hlt95.htm</a>
What specific aspects of this goal can be accomplished without additional financial resources?	Research of appropriate system will not require any additional financial resources.

<b>SHORT TERM - GOAL #6</b>	
Identify Goal:	Improve the scheduling and payroll software system used in the Campus Theatre, called TOSS ( <i>for Theatre Operations Scheduling System</i> ).
Describe the plan to achieve the Goal (Action-Plan):	<ol style="list-style-type: none"> <li>1. Work with ACT to redesign the program.</li> <li>2. Application should be a web based program to allow our employees to view the proposed work schedule and to request tie off.</li> <li>3. There are some bugs in the system that inhibit consistent reporting and operations.</li> </ol>
What <i>Measurable Outcome</i> is anticipated for this goal?	As a result of software improvements, Campus Theatre classified staff will be able to more efficiently and accurately schedule employees and maintain accurate records.
What specific aspects of this goal can be accomplished without additional financial resources?	As long as ACT is available to help us, there should be no additional financial resources required to accomplish this goal.

<b>SHORT TERM - GOAL #7</b>	
Identify Goal:	Develop an emergency preparedness plan for the performances venues on campus.
Describe the plan to achieve the Goal (Action-Plan):	<ol style="list-style-type: none"> <li>1. Consult with Campus Safety</li> <li>2. Consult with the AHJ (Local Authority Having Jurisdiction)</li> <li>3. Prepare a written emergency evacuation plan for patrons, event participants, and staff.</li> <li>4. Review plan with Technical Operations Committee</li> <li>5. Submit plan to campus and district authorities for approval.</li> <li>6. Conduct emergency evacuation drill.</li> </ol>
What <i>Measurable Outcome</i> is anticipated for this goal?	<ol style="list-style-type: none"> <li>1. Creation of a written emergency preparedness plan</li> <li>2. Staging of a successful emergency evacuation drill.</li> <li>3. Discussion of the results of the drill among participating staff and faculty.</li> <li>4. When necessary, revision of the written emergency preparedness plan.</li> </ol>
What specific aspects of this goal can be accomplished without additional financial resources?	This goal can be accomplished without any additional financial resources.



<b>SHORT TERM - GOAL #8</b>	
Identify Goal:	Increase security for facilities managed by Campus Theatre staff.
Describe the plan to achieve the Goal (Action-Plan):	<ol style="list-style-type: none"> <li>1. Collaborate with Campus Safety and ACT staff to finding a security system that will better protect the college's assets against theft and vandalism.</li> <li>2. Work with faculty and staff to insure safety protocols are being followed.</li> </ol>
What <i>Measurable Outcome</i> is anticipated for this goal?	<ol style="list-style-type: none"> <li>1. Decrease or eliminate theft in our facilities.</li> <li>2. Create a safer environment for our campus population and guests to the college.</li> <li>3. Continue our level of support to campus and off campus groups without loss of equipment.</li> </ol>
What specific aspects of this goal can be accomplished without additional financial resources?	Research and communication with staff.

<b>SHORT TERM - GOAL #9</b>	
Identify Goal:	Improve storage of Campus Theatre assets.
Describe the plan to achieve the Goal (Action-Plan):	<ol style="list-style-type: none"> <li>1. Work with Theatre Arts and AHJ (Local Authority Having Jurisdiction) to find suitable storage solutions for the limited shared storage space available to us.</li> <li>2. Purchase storage solution equipment.</li> <li>3. Investigate storage at La Habra site, formerly known as the District Warehouse or on campus.</li> </ol>
What <i>Measurable Outcome</i> is anticipated for this goal?	<ol style="list-style-type: none"> <li>1. Greater efficiency in storing of a large inventory of theatre related equipment.</li> <li>2. Greater safety in the current storage areas.</li> <li>3. Better long term storage for some assets that are used infrequently but remain integral to our annual operations.</li> </ol>
What specific aspects of this goal can be accomplished without additional financial resources?	Research and communication with staff.

<b>SHORT TERM - GOAL #10</b>	
Identify Goal:	Create a new hourly employee wage schedule to attract highly skilled technicians to support Campus Theatre operations.
Describe the plan to achieve the Goal (Action-Plan):	Work with Division Dean and Cypress College Dean of Fine Arts and appropriate college and district administrators to define and provide advocacy for a new pay schedule that includes theatre stage crew at a range of \$18.00 to \$20.00 per hour.
What <i>Measurable Outcome</i> is anticipated for this goal?	<ol style="list-style-type: none"> <li>1. Successfully compete with local performing arts facilities to attract highly skilled technicians.</li> <li>2. Successfully retain the services of highly skilled technicians.</li> <li>3. Provide better service to campus and community clients.</li> <li>4. Reduce the number of professional experts.</li> </ol>
What specific aspects of this goal can be accomplished without additional financial resources?	The cost of the new pay schedule will be absorbed into the operational costs of Campus Theatre Operations.

<b>SHORT TERM - GOAL #11</b>	
Identify Goal:	Upgrade Box Office Coordinator Position from Administrative Assistant I to Accounting Specialist and provide college funding for difference between 75% and 100% employment costs (CT Operations rental income currently pays that difference).
Describe the plan to achieve the Goal (Action-Plan):	1. Work with Division Dean and Cypress College Dean of Fine Arts and appropriate college and district administrators to define and provide advocacy for this classified position upgrade.
What <i>Measurable Outcome</i> is anticipated for this goal?	1. Successfully retain the services of highly skilled box office staff. 2. Provide better service to campus and community clients through a redefinition of work classification.
What specific aspects of this goal can be accomplished without additional financial resources?	The advocacy elements of this proposal represent no cost.

## 6.2 Long-term Goals (three to six year cycle)

<b>LONG TERM - GOAL #1</b>	
Identify Goal:	Renovate Wilshire Auditorium
Describe the plan to achieve the Goal (Action-Plan):	Work with District personnel, architectural firm and contractors to accomplish a major remodeling to a facility originally constructed in the 1930s.
What <i>Measurable Outcome</i> is anticipated for this goal?	1. Comply with the American Disabilities Act, Section II. 2. Increase performance capabilities 3. Address poor acoustics 4. Increase stage size. 5. Provide dressing rooms 6. Increase back stage storage.
What specific aspects of this goal can be accomplished without additional financial resources?	None

<b>LONG TERM - GOAL #2</b>	
Identify Goal:	Integrate Audio and Show Networks to all Fine Arts Facilities.
Describe the plan to achieve the Goal (Action-Plan):	Work closely with the Music, Theatre, and Academic Computing departments to find the best solution for a fully integrated audio and show network.
What Measurable Outcome is anticipated for this goal?	1. Introduce career technical education students to current industry standards and practices. 2. Campus Theatre Operations staff will be able to archive event configurations and histories. 3. Continue to improve the professional performance standards of the Campus Theatre support of events.
What specific aspects of this goal can be accomplished without additional financial resources?	The research and planning phase of this goal can be accomplished without additional funding.

<b>LONG TERM - GOAL #3</b>	
Identify Goal:	Reduce electrical usage by 60% in theatrical lighting system by replacing incandescent theatrical lightings fixtures with energy-efficient LED fixtures in the Campus Theatre and Wilshire Auditorium.
Describe the plan to achieve the Goal (Action-Plan):	Purchase LED fixtures and replace conventional ones.
What Measurable Outcome is anticipated for this goal?	1. Accomplish a savings in electrical consumption by the college. 2. Reduce labor costs associated with repair of incandescent lighting fixtures.
What specific aspects of this goal can be accomplished without additional financial resources?	None

<b>LONG TERM - GOAL #4</b>	
Identify Goal:	Install motorize rigging and automated scenery system in the Campus Theatre
Describe the plan to achieve the Goal (Action-Plan):	1. Work with theatre consultant and District facilities staff to define the improvements to the fly system (rope counterweight system for which scenery and other items are allowed to move up and down on stage) to be more efficient. 2. Replace specific elements of the manually operated system with motorized equipment.
What Measurable Outcome is anticipated for this goal?	1. Introduce our career technical education theatre students with current practices and technologies, including automated scenery. 2. Increase the safety practices of the operations of our rigging system.
What specific aspects of this goal can be accomplished without additional financial resources?	The research and planning elements of this project can be accomplished without cost.

<b>LONG TERM - GOAL #5</b>	
Identify Goal:	Replace the 1100 and 1300 buildings with a new performing arts complex described in the NOCCCD Educational Master Plan of 2012.
Describe the plan to achieve the Goal (Action-Plan):	1. Work with theatre consultant, District facilities staff, and a theatre architectural firm to define the new performing arts facilities. 2. Continue to lobby for the funding, design and construction of these facilities. 3. Move from existing facilities to completed new facilities. Much of the equipment purchased in the last ten years will be usable in the new facilities.
What Measurable Outcome is anticipated for this goal?	1. Provide current state of the art facilities for our students, staff, and community members who attend events at our college. 2. Comply with all ADA, Section II requirements 3. Enhance the recruitment , training, and completion rates of our performance and technical theatre majors. 4. Meet industry standards in training our students for employment in the entertainment industry.
What specific aspects of this goal can be accomplished without additional financial resources?	The research and planning elements of this project can be accomplished without direct cost to Campus Theatre Operations, but the consultant and architectural firms will be working under District contracts.

LONG TERM - GOAL #6	
Identify Goal:	Investigate converting adult hourly payroll into a combination of new Classified positions with some adult hourly support.
Describe the plan to achieve the Goal (Action-Plan):	<ol style="list-style-type: none"> <li>1. Study year-end report for the last five years.</li> <li>2. Research and discuss options for Classified positions.</li> <li>3. Develop proposal.</li> <li>4. Confer with Cypress College</li> <li>5. Present proposal to College administration.</li> </ol>
What Measurable Outcome is anticipated for this goal?	<ol style="list-style-type: none"> <li>1. A new approach will create better compliance with temporary employee regulations.</li> <li>2. Recruit and retain highly skilled stage technicians.</li> <li>3. Improve customer service through permanent employees.</li> <li>4. Provide additional supervision for students and adult hourlies.</li> </ol>
What specific aspects of this goal can be accomplished without additional financial resources?	All

## 7.0 Requests for Resources

Complete a new table for *each* goal listed in 6.0 that would require additional financial resources. These requests for resources must follow logically from the information provided in this self-study.

7.1

Short Term Goal <input checked="" type="checkbox"/>		Long Term Goal <input type="checkbox"/>	
<b>GOAL NUMBER <u>  2  </u> Replace Wilshire Seating</b>			
Type of Resource	Requested Dollar Amount	Potential Funding Source	
Personnel			
Facilities			
Equipment	\$150,000	District or State Funds	
Supplies			
Computer Hardware			
Computer Software			
Training			
Other			
<b>Total Requested Amount</b>	<b>\$ 150,000</b>		
<b>Describe how this resource request supports your ability to achieve your stated goal:</b>			
The replacement of broken and missing seats in a high usage facility reduces the likelihood of injury and improves audience capacity, which offers greater box office revenue potential for the on campus and off campus clients using the facility. The existing seating system has no replacement parts available.			
<b>What measurable program outcome(s) does the resource request address?</b>			
Better serve our student population and community with greater audience capacity, greater safety, and improved box office revenue potential.			

Short Term Goal <input checked="" type="checkbox"/> Long Term Goal <input type="checkbox"/>		
GOAL NUMBER <u>  3  </u> Reduce House Lights Electrical Consumption		
Type of Resource	Requested Dollar Amount	Potential Funding Source
Personnel		
Facilities		
Equipment	\$ 25,000	District or State Funds
Supplies		
Computer Hardware		
Computer Software		
Training		
Other		
Total Requested Amount	\$ 25,000	District or State Funds
<b>Describe how this resource request supports your ability to achieve your stated goal:</b> The purchase of LED fixtures to replace incandescent fixtures will decrease electrical consumption by 60% in the Campus Theatre and Wilshire Auditorium.		
<b>What measurable program outcome(s) does the resource request address?</b> Reduced electrical bills, reduced lamp replacement costs, and improved efficiency.		

Short Term Goal <input checked="" type="checkbox"/> Long Term Goal <input type="checkbox"/>		
GOAL NUMBER <u>  4  </u> Assisted Listening Systems		
Type of Resource	Requested Dollar Amount	Potential Funding Source
Personnel		
Facilities		
Equipment		
Supplies	\$ 3,200	District or state funds
Computer Hardware		
Computer Software		
Training		
Other		
Total Requested Amount	\$ 3,200	District or state funds
<b>Describe how this resource request supports your ability to achieve your stated goal:</b> The purchase of two assisted listening systems will support 10 hearing impaired audience members in attendance at events at Wilshire Auditorium and 10 hearing impaired audience members in the Campus Theatre.		
<b>What measurable program outcome(s) does the resource request address?</b> Comply with American Disabilities Act, Section II. Improve the event experience for hearing impaired audience members.		

Short Term Goal <input checked="" type="checkbox"/> Long Term Goal <input type="checkbox"/>		
GOAL NUMBER <u>11</u> <u>    </u> Box Office Re-classification		
Type of Resource	Requested Dollar Amount	Potential Funding Source
Personnel	reclassification: \$8,352/year (salary) \$2,004 (24% benefits)	District funding
Facilities		
Equipment		
Supplies		
Computer Hardware		
Computer Software		
Training		
Other		
Total Requested Amount	\$ 10,356/yr	
<b>Describe how this resource request supports your ability to achieve your stated goal:</b> Improving the pay scale for the box office coordinator will help retain highly skilled personnel in this position.		
<b>What measurable program outcome(s) does the resource request address?</b> 1. More accurately reflect the responsibilities of the position. 2. Recruit and retain highly skilled employees.		

Short Term Goal <input type="checkbox"/> Long Term Goal <input checked="" type="checkbox"/>		
GOAL NUMBER <u>1</u> <u>    </u> Renovate Wilshire Auditorium		
Type of Resource	Requested Dollar Amount	Potential Funding Source
Personnel		
Facilities	12,000,000	
Equipment	2,500,000	
Supplies		
Computer Hardware	50,000	
Computer Software	15,000	
Training		
Other		
Total Requested Amount	14,565,000	
<b>Describe how this resource request supports your ability to achieve your stated goal:</b> The remodeling of an auditorium constructed in the 1930s allows an historical building to embrace innovations in stage technologies, work spaces, and audience comfort and allows that facility to comply with all aspects of the American Disabilities Act.		
<b>What measurable program outcome(s) does the resource request address?</b> The improvements in the upgrading of the facility will create much better customer service and improved safety and ADA compliance.		

Short Term Goal <input type="checkbox"/> Long Term Goal <input checked="" type="checkbox"/>		
GOAL NUMBER <u>2</u> Audio and Show Control Networks		
Type of Resource	Requested Dollar Amount	Potential Funding Source
Personnel	\$10,000	District
Facilities		
Equipment	25,000	CTE
Supplies	5,000	CTE
Computer Hardware		
Computer Software	5,000	CTE
Training		
Other		
Total Requested Amount	\$ 45,000	
<p><b>Describe how this resource request supports your ability to achieve your stated goal:</b> The integration of show and audio control networks allows us to teach and utilize current industry standards in live performance.</p> <p><b>What measurable program outcome(s) does the resource request address?</b> Improve technical theatre training platform, provide higher standards of professional support for our clients.</p>		

Short Term Goal <input type="checkbox"/> Long Term Goal <input checked="" type="checkbox"/>		
GOAL NUMBER <u>3</u> Reduce electrical consumption by purchasing LED Stage Lighting Fixtures		
Type of Resource	Requested Dollar Amount	Potential Funding Source
Personnel		
Facilities		
Equipment	\$ 175,000	District or State Funds
Supplies		
Computer Hardware		
Computer Software		
Training		
Other		
Total Requested Amount	\$ 175,000	
<p><b>Describe how this resource request supports your ability to achieve your stated goal:</b> Replacing incandescent stage lighting fixtures with LED fixtures will provide greater efficiency in energy consumption, the usage hours of lamps in the fixtures, and the color media savings of this relatively new technology.</p> <p><b>What measurable program outcome(s) does the resource request address?</b> The energy consumption of the Campus Theatre and Wilshire Auditorium's stage lighting instruments will be reduced by 70%.</p>		

## 8.0 Self-Study Summary

This section provides the reader with an overview of the highlights, themes, and key segments of the self-study. It should not include new information that is not mentioned in other sections of this document.

The Campus Theatre Operations staff takes pride in accomplishing several goals:

- (1) Providing excellent complimentary professional service to the major performance groups on campus, led by the Music, Theatre and Dance Departments;
- (2) Providing excellent complimentary professional service to a wide array of campus departments and organizations, from both the instructional and student services parts of our college, depending upon the technologies and staffing required;
- (3) Providing access to our college facilities for local performance and civic organizations seeking locations to stage their events (we offer this access in compliance with the Civic Center Act);
- (4) Utilizing current state-of-the-art theatre technologies and practices that help prepare our crew members and technical theatre students for careers in the entertainment industry; and
- (5) Providing a safe and comfortable environment for our audiences, professional box office services, and the outstanding care we take with the special needs of our audiences.

The Campus Theatre is challenged by the following issues:

- (1) A prolific production calendar taxes the current full time staff and makes it difficult to adequately staff all of the events each year;
- (2) District policies on temporary employees make operating a 51 weeks per year operation very challenging.
- (3) Remaining current in theatre technologies and practices relevant to the entertainment industry is both daunting and exciting.
- (4) Campus group complimentary service is paid for by the rental income of our off-campus clients. Maintaining a balance between the income required to pay for all complimentary labor and the scale and duration of outside rental activity is challenging.
- (5) Wilshire Auditorium is an aging facility that struggles to provide adequate ADA compliant services to our clients and audience.



Although we love the traditions and histories of our performance spaces and consider the Campus Theatre well equipped and highly functional, we recognize the importance of the construction of a new performing arts complex on college property south of Chapman Avenue. We know that is a long term project, and we look forward to participating in the designing and execution of that once-in-a-lifetime opportunity. We have high expectations for the eventual construction of those facilities.

We are proud and privileged to work with so many outstanding staff members, students, alumni, and community groups. Fullerton, CA, is an art center, in part, because of the work that is done every week on the Fullerton College campus. We are proud of that tradition, and we are actively engaged in meeting the challenges that scheduling represents with the latest technologies and practices in support of education.

**Division Deans' or appropriate Immediate Management Supervisor (IMS)  
Response Page**



*I concur with the findings contained in this Program Review.*



*I concur with the findings contained in this Program Review with the following exceptions (include a narrative explaining the basis for each exception):*

*Area of exception:*

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*I do not concur with the findings contained in this Program Review (include a narrative exception):*

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**Fullerton College Theatre Operations  
Labor Allocation Summary for 2011-2012**

as of 1/23/2013

Group Type > Group Name > Event Name:

Labor Hours Allocated:

**External**

Beacon Community Foundation	34.00
Charis Music , Art & Childrens Theatre	97.75
Golden State Dance Foundation	229.00
Insight School of California	16.00
Kindorf Dancers Inc. DBA Impact Dance Center	40.00
Londance	62.50
Miss Fullerton and Teen Scholarship Program	79.00
Mixed Company	54.00
MTAC-Orange Branch	34.00
North Orange County Chinese School	28.00
Nouveau Chamber Ballet	301.75
Nuevo School of Contemporary Dance	65.25
Orange County Music Academy	40.00
People To People Ambassadors Programs	58.50
Theater Experience of Southern California	555.75
Yorba Linda Spot Light Theater	802.75

<b>External Totals</b>	<b>2,498.25</b>
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**External-Festival**

Forum Music Festivals	400.75
Musical Theatre Competitions of America	168.00
Worldstrides Heritage Performance Programs	1,844.00

<b>External-Festival Totals</b>	<b>2,412.75</b>
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**Fine Arts**

FC-Fine Arts	60.00
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<b>Fine Arts Totals</b>	<b>60.00</b>
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**Internal**

FC-Academic Services	18.00
FC-Art Gallery	14.00
FC-Cadena-Transfer Center	66.00
FC-Clubs-Organizations	29.50
FC-Counseling	37.00
FC-EOPS	50.50
FC-Humanities	131.75
FC-Journalism Department	32.00
FC-Physical Education	752.00
FC-Public Information	118.75
FC-Social Science	45.50
FC-Special Programs	62.25
FC-Technology and Engineering	72.75
FC-Trendsetters - Cosmetology	10.50
FC-VP - Student Services	17.75

<b>Internal Totals</b>	<b>1,458.25</b>
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**Music**

FC-Cabana Boys	322.00
FC-Commercial Music	108.00

Fullerton College Theatre Operations  
Labor Allocation Summary for 2011-2012

as of 1/23/2013

Group Type > Group Name > Event Name:

Labor Hours Allocated:

FC-Community Band	13.00
FC-Concert Choir	326.25
FC-Fullerton College Symphony	204.00
FC-Jazz Bands	366.50
FC-Music	437.25
FC-Piano Department	64.50
FC-Symphonic Winds	292.50
FC-Vocal Jazz	27.00
FC-Women's Chorale	23.50
FC-Woodwind Ensemble	5.00
<b>Music Totals</b>	<b>2,189.50</b>
<b>Theater</b>	
FC-Theater Arts Department	857.25
<b>Theater Totals</b>	<b>857.25</b>
<b>Theater Operations</b>	
FC-Theatre Operations	501.75
<b>Theater Operations Totals</b>	<b>501.75</b>
<b>Grand Total</b>	<b>9,977.75</b>

**Fullerton College Theatre Operations**  
**Staffing Analysis for 2011-2012**  
as of January 23, 2013 at 1:03PM

**Classified:**

Edward Huber  
Joel Howden  
Ryan Patterson

**Employment Percentage:**

100%  
100%  
100%

**Hourly: (\$10.00 - \$13.50 Per Hour)**

**Dates of Employment:**

**Hours Worked:**

Victor	Amaya	07/18/11	03/09/12	616.25
Marco	Caamal	08/06/11	06/10/12	597.25
Ryan	Coon	02/10/12	07/31/12	574.75
Melissa	Cortez	11/18/11	07/27/12	330.25
David	Engberg	02/11/12	05/04/12	55.5
Derick	Fouts	02/10/12	05/18/12	135.5
Christopher	Frank	02/25/12	07/31/12	390
Amelia	Gibbons	09/17/11	09/17/11	7
Phillip	Holden	06/30/11	06/10/12	1191.75
Sarah	Huber	06/30/11	07/31/12	381.75
Emmanuel	Huipé	06/30/11	07/31/12	1233
Stephen	John Jr	07/18/11	04/30/12	390.25
Crystal	Jones	07/19/11	06/10/12	570.5
Doreen	Jones	06/30/11	05/26/12	479.25
Jason	Reinhardt	06/30/11	12/10/11	30
Amy	Truong	06/30/11	06/06/12	645.5
Amanda	Tyo	02/11/12	05/19/12	78
Jenna	Zschaechner	02/10/12	07/27/12	272.25
				<u>7978.75</u>

**Professional Expert: (\$20.00 Per Hour)**

Zachary	Harless	09/17/11	12/11/11	15.00
Jonathan	Infante	10/10/11	04/12/12	244.50
Stephen	John Jr	01/14/12	06/10/12	148.75
Kristofer	Kataoka	07/02/11	07/02/11	4.00
				<u>412.25</u>

*Total Hours* 8391.00

**Fullerton College Theatre Operations**  
**Schedule of Events for 2011-2012**  
as of January 23, 2013 at 1:03PM

FC Campus

FC-Counseling-Summer Academy Closing Event	07/19/11	07/19/11	1
FC-VP - Student Services-Student Services All-Staff Meeting	08/12/11	08/12/11	1
FC-EOPS-Josue Abarca	08/19/11	08/19/11	1
FC-Printing Department-La Antorcha Speaker	09/20/11	09/20/11	1
FC-Social Science-Jose-Luis Orozco Family Concert	10/11/11	10/11/11	1
FC-Academic Services-Evening Luminaries: Francis Mummery	10/13/11	10/13/11	1
Tres Vidas (Performance)	10/25/11	10/25/11	1
Tres Vidas (Workshop)	10/25/11	10/25/11	1
FC-Technology and Engineering-Fullerton College Fashion Show	11/15/11	05/10/12	6
25th Bi-annual Visiting Writer Event	11/16/11	11/16/11	1
FC-Clubs-Organizations-BrickWall-UMADD Club and FC Health Services.	11/17/11	11/17/11	1
FC-Cadena-Transfer Center-Kwanzaa Celebration!	12/01/11	12/01/11	1
FC-Fine Arts-Give to Others Benefit Concert	12/15/11	12/15/11	1
FC-EOPS-EOPS Annual College Prep Conference	01/12/12	01/12/12	1
FC-Public Information-Convocation	01/19/12	01/20/12	2
Tournes French Film Festival	02/24/12	03/06/12	5
FC-Printing Department-OCJEA Writeoffs	02/25/12	02/25/12	1
FC-Cadena-Transfer Center-Leon Leyson - Holocaust Survivor Speaks	04/10/12	04/10/12	1
FC-Social Science-Jacki Breger Music Workshop	04/11/12	04/11/12	1
FC-Clubs-Organizations-Writer's and Reader's Club - 10 Minute Play Performances	04/16/12	04/16/12	1
26th Biannual Visiting Poet Event	04/17/12	04/17/12	1
FC-Clubs-Organizations-Singer song written competition - PTK	04/18/12	04/18/12	1
FC-Clubs-Organizations-A Night of Shorts	04/18/12	04/18/12	1
FC-Public Information-Family and High School Senior Night	04/24/12	04/24/12	1
FC-Cadena-Transfer Center-UMOJA Program Presents: Lester E. Barrie	04/25/12	04/25/12	1
FC-Social Science-An Evening with Richard Louv	05/09/12	05/09/12	1
FC-Special Programs-STEM Summer Camp Orientations	05/31/12	06/06/12	2
FC-Special Programs-Youth STEM Conference 2012	06/02/12	06/28/12	2
SCE-Wilshire Continuing Education-Wilsh	06/07/12	06/08/12	2
FC-Special Programs-STEM Summer Camp 2012 Welcome	06/18/12	06/18/12	1

Music

Concerts on the Quad	07/02/11	07/15/11	2
Dick Dale's 50th Anniversary Show	09/01/11	09/01/11	1
String Faculty Recital	10/18/11	04/03/12	2
Symphonic Winds	10/20/11	05/03/12	4
Fall Choir Concert	10/21/11	10/21/11	1
Fall Applied Voice Recital	10/23/11	10/23/11	1
Orchestra Concert	10/24/11	02/13/12	2
Tres Vidas (Performance)	10/25/11	10/25/11	1
Tres Vidas (Workshop)	10/25/11	10/25/11	1
Sound Clouds, The FC Electronic Music Ensemble	10/27/11	10/27/11	1
Choral Festival	11/09/11	11/09/11	1
Combo Night	11/10/11	04/12/12	2
An Evening of Choral Music	11/16/11	11/16/11	1
Jazz Band and JTrain Vocal Jazz	11/17/11	11/17/11	1
Cabana Boys	11/18/11	11/19/11	2
Orchestra Pops Concert	11/20/11	11/20/11	1
Woodwind Ensemble	11/21/11	11/21/11	1
Classical Guitar Recital	11/29/11	05/01/12	2
Jazz Lab Band and Synergy Vocal Jazz	12/01/11	12/01/11	1
Applied Piano Student Recital	12/02/11	05/18/12	2
Noel!	12/04/11	12/04/11	1
Percussion Ensemble	12/05/11	12/05/11	1
Piano Ensemble Student Recital	12/09/11	05/11/12	2
Jerrys Kids FC Brass Ensembles	12/13/11	12/13/11	1
Opera Performance	01/27/12	01/29/12	3
Next Singing Sensation	02/01/12	02/02/12	2
Sound Clouds, Cinema for the Ears	02/09/12	02/09/12	1
17th Annual Piano Ensemble Festival	02/18/12	02/18/12	1
17th Annual Piano Ensemble Festival Concert	02/18/12	02/18/12	1
Jazz Festival	03/23/12	03/24/12	2
Musicians at Work	04/14/12	04/14/12	1
Spring Recital	04/15/12	04/15/12	1
Jazz Guest Artist-Charles McPherson	04/18/12	04/18/12	1
An Evening of Jazz	04/26/12	04/26/12	1
High School Applied and Choral Auditions	04/28/12	04/28/12	1
Hansel and Gretel Ballet	04/29/12	04/29/12	1
The Percussion Ensemble in Concert	05/02/12	05/02/12	1
Woodwind Ensemble Concert	05/07/12	05/07/12	1
Evening of Vocal Jazz	05/08/12	05/08/12	1
A Choral Concert	05/09/12	05/09/12	1
The Cabana Boys-Featuring Rob Mullens	05/10/12	05/12/12	2
Home Concert	05/19/12	05/19/12	1
Jerrys Kids	05/22/12	05/22/12	1
Fullerton College Invades Steamers	05/24/12	05/24/12	1
Big Bad Band - A Salute to Charles Mingus	05/24/12	05/24/12	1
Sophomore Voice Recital	05/25/12	05/25/12	1

PE

Faculty Dance Concert	11/04/11	05/19/12	4
Fullerton College Informal Dance Showing	12/05/11	12/05/11	1
Official's Clinic	10/22/11	10/22/11	1
PE Student Athlete Orientation	08/18/11	08/18/11	1

Theatre

Les Miserables, School Edition	07/13/11	07/16/11	5
LEGENDS: The Fullerton College Theater Arts Legacy	09/19/11	09/19/11	1
Pride and Prejudice by Helen Jerome	10/12/11	10/15/11	5
Tres Vidas (Performance)	10/25/11	10/25/11	1
Tres Vidas (Workshop)	10/25/11	10/25/11	1
Equus	11/30/11	12/04/11	7
Playwrights Festival	01/03/12	01/20/12	16
Playwrights Festival	01/12/12	01/20/12	5
Cabaret	03/08/12	03/15/12	4
Brown Bag Productions	04/11/12	04/12/12	2
Women of Lockerbie	05/02/12	05/06/12	6
Advance Acting Class Projects	05/07/12	05/13/12	9
An Evening of Comedy Improv	05/18/12	05/18/12	1
Directors Festival	06/25/12	06/30/12	6
The Wiz	07/19/12	07/21/12	4
		<i>events</i>	<u>185</u>