



Administrative Program Review
2022 Annual Update

Table with 2 columns: Field (Program / Department, Date submitted, Submitted by) and Value (Auxiliary Programs PCPA, April 13, 2022, Jennifer Schwartz)

Outcomes Assessment Report [] Revised Plan of Action []

The Annual Update is conducted by all programs at the college and consists of an analysis of changes affecting the program as well as significant new funding needs for staff, resources, facilities, and equipment. It should be submitted or renewed every year by June 30 in anticipation of budget planning for the following year, which begins at the planning retreat in November. *Note that if there is no change from the previous year, you may simply resubmit the information in that report (or any portion that remains unchanged) from the prior year as long as it is on the current form and completely responds to each question.

Programs and units should support their planning efforts with quantifiable data, conduct appropriate analyses, and make supportable conclusions.

I. Program Purpose (must align with college mission)

Describe the need that is met by the program or the purpose of the program.

The Pacific Conservatory Theatre (PCPA) is a fully accredited vocational acting and technical theatre program of Allan Hancock College. The training approach is based on a professional/apprentice model. A significant aspect of this training is provided through the relationship the PCPA Auxiliary has with the professional regional resident theater.
The theater training is an academic program of the Fine Arts Department at Allan Hancock College (PCPA Conservatory) and the theater operates as a fund of the Allan Hancock College Auxiliary Program Corporation, a 501 (c) (3) non-profit component of the Allan Hancock College District.

II. Progress on Comprehensive Program Review Final Plan of Action

Summarize the progress the program has made on recommendations, including the status of any incomplete items.

Progress that has been made includes: Marian sound system is currently being bid with an install target date of December 2022. The wireless system in the Marian theatre has been upgraded and we have started to scan tickets – although there are some bumps still on this path due to training of use of scanners, etc. The new PCPA website is currently being designed and we hope to have implementation in June of 2022. In 2022, PCPA hired an HR/EDI Manager who will institutionalize HR/EDI needs for the organization.
PCPA is still working on our Patron Journey – this strategy will help increase ticket sales. As the HR/EDI Manager settles into the job, the Managing Director will now have more time to coordinate



this effort with staff. We have been conducting quarterly training of all staff in matters of Equity, Diversity and Inclusion to address past issues and to continue the goal of including the entire Central Coast community in all of our theatre practices. PCPA established an EDI Committee, consisting of staff, students and alumni to help address and correct some of these issues.

Although strides have been made in our outreach efforts to the community, PCPA realizes that another hire will be needed to bring the depth of contact PCPA would like to have with the community to fruition. We are still working on a cover for the PCPA paint yard. This cover is crucial to our expansion of our connection with our community, since the current paint yard extends into the Severson Theatre. A lack of cover on the paint yard makes it difficult for creating our sets when it is windy and rainy outside.

III. Program Assessment

- Check here if any SAOs have changed since the last comprehensive program review and/or annual update.

What are your program service area outcomes? Which of these have been assessed since the last comprehensive program review and/or annual update? How are they measured? What did the assessment data indicated about the strengths and weaknesses of your program? What changes have you made/do you plan based on these data? (*See Administrative Service Area Outcomes SAOs Assessment Report form on last page*)

It is very difficult to provide commentary on this section considering PCPA has been gravely impacted from COVID19. From March of 2020 to August of 2021, PCPA was unable to perform due to mandated COVID19 restrictions. Although we have been producing since the summer of 2021, audiences have been limited due to some audience members concerns of being in a public space with other people and other audience members concerns about wearing masks and proof of testing in order to see a show. The last two years have been far from "normal". We are deeply grateful to College Leadership for the support that they have provided PCPA over the past two years.

IV. Internal/External Conditions

What external conditions have influenced the program in the past year? Have there been regulatory changes, changes in technology, accreditation recommendations, demographics, labor market, or other changes? Summarize the major trends, challenges, and opportunities that have emerged in the program since the last comprehensive program review and /or annual update.

COVID19 has changed everything. We are currently still under rehearsal and performance restrictions from the actor's union. These restrictions include constant testing, (at least twice a week for all employees), masking, restrictions on how audience connects to performers, etc. Obviously, the pandemic has greatly impacted revenue. Ticket sales are 25% of a pre-pandemic year. We have been able to secure millions of dollars in government funding to support our productions. The pandemic also exposed major EDI issues in the American theatre that urgently need addressing. BIPOC students of conservatory programs such as PCPA shed light on the inequalities and lack of inclusion in teaching programs across the country. BIPOC professional theatre makers provided a 40-page manifesto of



demands to the national theatre community. These demands are to guide professional theatres on shifting their lens away from a white-centered culture so that theatres can be inclusive of the entire community. PCPA is on a journey to implement many of these demands. The addition of the PCPA EDI Committee and the HR/EDI Manager will institutionalize the process for change in the EDI culture at PCPA.

What internal conditions have influenced the program in the past year? Have there been trends in SAOs/assessment data; changes in technology, budget, staffing or resources; facilities issues; etc.?

See above for the changes internally so that PCPA can respond to the urgent need of EDI work at PCPA.

V. Update to Final Action Plan

If you change or modify a previous recommendation, provide an explanation for the change and a new target date. For new recommendations, provide target dates and data for support. For all items, show how they are related to assessment results where possible and provide approximate costs for resources requested. Resources may include budget, facilities, staffing, research support, professional development, marketing, etc. Not all recommendations will require resources. (Plan may cover period up to the next scheduled comprehensive program review.)

PCPA, in response to national American theatre recommendations for EDI, must increase our technical theatre student intern stipends to \$600 a week. Nationally based websites that connect our internship program with prospective interns will not publish our ads unless we provide a stipend of at least \$600 a week. This increase in the stipend is a \$600k impact to PCPA's annual budget. Unfortunately, this demand could not come at a worse time since PCPA is surviving off of government funding (PPP and SVOG) and the support of AHC since our ticket revenue is extremely limited. PCPA enrolls over 200 interns/students per year and they are an integral part of our program, so the increase for our interns is essential. In order to participate in the shared governance of AHC, PCPA brought this item to Budget Council on April 11, 2022, where it was fully discussed.

Due to the demolition of Building O, PCPA will need new furniture and fixtures and equipment (see attached) for the move-in to Building T. Building T is expected to be completed by March 2023.

In order to increase PCPA's service to the Latinx communities, PCPA needs to hire a senior level manager who has experience and knowledge of this community and who can build programming to serve and engage the Latinx community. This position is vital in increasing audience sizes and therefore increasing revenue as PCPA fully embraces the 21st century and the changing demographics of the Central Coast.

COVID Testing is still mandatory for PCPA employees in order to obtain Actors' Equity Contracts for our professional productions. AHC has been generous in providing free testing for PCPA staff. We will continue to need to test our staff at least twice a week for the foreseeable future.

VI. Revised - Plan of Action (Annual Update)



The last comprehensive program review was completed February 3, 2020. The self-study and validation teams developed a final plan of action – post validation based on information in the self-study and the recommendations of the validation team.

(If any plan was made and action not taken, please state the rationale for not pursuing that particular item. If action was delayed or postponed, provide an explanation and a new target date.)

CHANGES AND MODIFICATIONS

| RECOMMENDATIONS FROM PLAN OF ACTION | ACTION TAKEN, RESULT AND STATUS |
|-------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------|
| Fiscal Viability | This action was going well prior to 2020 in that we had increased ticket sales to approx. \$1.8m a year. COVID has delayed this goal. |
| Patron Development | Delayed due to COVID |
| Facilities and Ops | Marian Sound system in the works, new computers, new lighting instruments |
| Continuous Improvement | HR Manager hired, EDI committee established |

ADDITIONS

| PLAN OF ACTION | TARGET DATE |
|---------------------------------------------------|-------------------------------------|
| 600k addition | June of 2023 |
| Building T - F,F &E | March 2023 |
| Assoc Artistic Director – Outreach and Engagement | July of 2023 |
| COVID Testing | Continue for the foreseeable future |

RESOURCES NEEDED (Be sure there is sufficient justification and data contained in the narrative to support each of the items on your list.)

| TYPE OF RESOURCE | SPECIFIC RESOURCE | APPROXIMATE COST |
|----------------------------|-----------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------|
| Facility Needs | <u>Building T - F,F &E</u> | <u>VP of Finance and Admin is researching</u> |
| Technology Needs | | |
| Staffing Needs | <u>Assoc. Artistic Director</u> | <u>Paid per tix revenue and NEA funding</u> |
| Equipment (non-technology) | | |
| Other Resources | <u>Increase stipend for interns</u> <u>COVID Testing</u> | <u>\$600k annually</u> <u>Currently free but added cost could be tens of thousands of dollars.</u> |



**Program Review Annual Update
Administrative Service Area Outcomes (SAOs) Assessment Report**

Program / Department: PCPA

Use one row for each SAO

| Program Intended Outcomes | Assessment Method(s) | Findings | Action Plan |
|----------------------------------|--------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------|
| Fiscal Viability | Achieve annual earned and contributed goals | COVID has postponed this item | As we reemerge from COVID we will continue to tackle this item. |
| Patron Development | Marketing and development plans and patron journey model | COVID has postponed this item. | Implement strategies defined by TRG as we reemerge from the pandemic. |
| Facilities and Operations | Maintain regular review and funding for equipment and operations | PCPA has been working with AHC Administration and the Facilities Council to advance progress in this area. | Equipment upgrades have been very successful the last few years. Building D issues are being addressed. Still working on covering for paint yard. |
| Continuous Improvement | EDI Committee and trainings. Annual reviews and positive work culture implemented. HR position hired. | PCPA has established an EDI Committee and quarterly trainings for staff. An HR/EDI Manager was hired in February for 2022. | HR/EDI manager will implement annual reviews and progressive discipline policy. Workplace culture needs to be addressed further |