Ohlone College
Program Review Report

- Program Description and Scope:
  1. Program Review Title: Smith Center Operations
  3. Review Type: Instructional Services
  4. Program/Departments: Smith Center Operations (68101)
  5. Authority Code: 61-Director, Theatre Operations
  6. External Regulations: Yes X No

Describe:

We have an advisory committee that helps to develop our Community Outreach and Professional artist series.

7. Provide a brief narrative that describes the services provided.

Seventeen years ago, the Smith Center was built as Fremont, Newark and Union City’s only performing arts venue. The State Of the Art facility has been, and continues to be the shining face of Ohlone College. On average 45,000 guests walk through our doors every year to attend Student, Staff and Community events. Over 10,000 students have directly participated in programs in the Smith Center. In an effort to keep the Smith Center hands-on and state-of-the art, equipment must be replaced for consistency and safety. Smith Center Operations helps to maintain, replace and update the equipment in the facility that is used on a daily basis by students, staff and community members. Currently all expendable's (gaff tape, office supplies, small hand tools), shop tools, paint frame, scenic rigging system, orchestra acoustical shell, stage flooring, lighting and sound systems are paid for through Smith Center rentals. We also cover a large part of the staffing, and provide support for all school events as needed. Smith Center Operations provides a way to fund and offset the costs of several academic programs through rentals of the facilities. We also host a professional artist series called Smith Center Presents! that exposes the students and surrounding community to high-quality artists, musicians, dance troupes and speakers. We strive to keep current with new technologies, updated equipment and staffing in order to remain the cultural showpiece for the Fremont, Newark and Union City communities.

8. Describe how the program specifically serves students, faculty, staff, or other.

Smith Center Operations serves as the main performance venue for the Theatre, Dance, and Music Departments. We also serve an
important role in ASOC, Campus events; Flex Days, Deaf Studies, Community outreach, Rentals, Contract and Community Education. We provide the staffing for over 200 events each year, maintain and fund the core facility, equipment, theatrical lighting (including house and work lights for the theatres). The Smith Center is the workshop for the Entertainment Design Technology program, which trains students for jobs in theatre, and acts as a regional training center for beginners and professionals working in the field of technical theatre and entertainment design. Our technical coordinators provide hands-on training for the technical and acting theatre students in the disciplines of Lighting, Sound, Stage Management, and Theatrical Rigging. The Civic Center Rentals and Smith Center Presents! not only employs students, and community members, it teaches students to work with industry professionals, semi-professional and amateur productions. They get hands-on experiences that will help them learn the skills necessary to obtain a career in the industry. The rental income we generate helps offset most of the labor costs to run the Smith Center. It also generates funds to maintain, replace and enhance equipment and building fixtures as needed. This ensures that the student, campus and community productions have a fully functioning "State of the Art" theatre and supplies needed to hold events and performances.

9. Describe how the program or service needs are addressed (how the program/service accomplishes what it's supposed to do.) How are current technologies applied?

Currently, we are in maintenance mode. As equipment fails or is no longer useful, we look to the faculty, staff, students and industry publications to assess where we need to improve, enhance or replace items. We also have a small group of students and staff who make bi-monthly visits to other theatre complexes in the Bay Area and compare notes in terms of technology, storage, operations and revenue generation. When we are able to purchase or borrow new equipment, it is put to work immediately in the student labs, classes and theatres. New technology can be found in the student productions, campus and rental events.

10. Discuss the impact of the program on the college and/or other programs. Highlight any services, reports or functions supplied, in whole or in part, by this service area that supports state or federal compliance mandates for the College.

The Smith Center is the face of Ohlone College. It projects the Ohlone image into the community. The Civic Center Rental act
states that Performing Arts Venues such as ours are required to be made available to the community at large. We have several partnerships with local community groups, and the facility is used heavily by individuals, groups and companies from all over the Bay Area.

11. Discuss the impact of the program on the community and the impact of the community on the program.

The Smith Center Box Office staffs and sells tickets to all of the on-campus performing groups, and all ticketed campus events that occur in the Smith Center complex. These ticket sales help offset labor costs for the Music, Theatre and Dance departments, and help to fundraise for campus clubs and scholarships. We also maintain a local server for online ticketing. Every year, hundreds of k-12 students participate in rental events on our stage. Thousands of children come to view children's and youth theatre. Hundreds of High school students attend Theatre Department events, all which are supported by Smith Center Operations. Our staff, students and instructors help out at local high schools when they are in need of repairs, guidance and creative solutions.

• College Mission

1. Mission Statement
   The mission of Ohlone College is to serve the community by offering instruction for basic skills, career entry, university transfer, economic development, and personal enrichment for all who can benefit from our instruction in an environment where student learning success is highly valued, supported and continually assessed.

2. Vision Statement
   Ohlone College will be known throughout California for our inclusiveness, innovation and superior rates of student success.

3. Core Values, Goals & Objectives:
   College Core Values
   • We provide life-long learning opportunities for students, college personnel and the community.
• We open access to higher education and actively reach out to under-served populations.
• We promote diversity and inclusiveness.
• We maintain high standards in our constant pursuit of excellence.
• We value trust, respect and integrity.
• We promote team work and open communication.
• We practice innovation and actively encourage risk-taking and entrepreneurship.
• We demonstrate stewardship for our human, financial, physical and environmental resources.

College Goals/Objectives
1. Through innovative programs and services, improve student learning and achievement.
2. Support the economic vitality of the community through educational programs and services that respond to identified employment needs.
   4. By 2013 provide opportunities across the curriculum for students to acquire key skill sets and concepts that will help them succeed in the workplace.
3. Promote continuous, needs-based, learning and professional development opportunities for all district personnel.
5. Lead and educate the community in environmental sustainability.
7. Increase access to higher education of under-served and under-represented demographic groups in the District and local communities.
   3. By 2015, increase the percentage of under-represented groups among faculty and staff to approximate the demographic percentages of the district population.
8. Engage all members of the college community in active, continual institutional improvement.

4. Briefly describe how the program supports the college mission, vision selected college values.

The Smith Center serves the Ohlone College students, staff and local community members in batches of four to eight hundred people at
time. Every weekend, students, staff and community volunteers work together as a team to put on live productions, fundraisers, films and concerts. The life experiences learned in these productions translate into jobs, educational transfers and create strong leadership and teambuilding skills.

5. Briefly describe how the program supports selected college goals.

The Smith Center employees and educates students through hands-on learning experiences through community events, non-profit fundraisers and world class professional artists from all over the world. The Smith Center is also making strides towards environmental sustainability by replacing 500watt task lights with dimmable 17watt LED's, and by recycling most of our scenery. With the help of the National Endowment for the Arts grant, we are able to bring professional artists to underserved elementary schools.

6. Briefly describe how the program supports selected college objectives.

Our creative staff is always challenging the students to come up with fresh and new ideas for all of our productions. Every event is an opportunity for learning. Clients bring new types of lighting equipment, (sometimes items they themselves do not know how to
operate) and the students and staff band together to learn and teach.

- **Student Learning Impacts**
  1. **Student Learning Impact** -

Many students will go into the work force with a greater knowledge of professional theatre. They will feel comfortable in greeting big named artists and have the confidences to get their jobs done.

  a. *Enter assessment results for "Student Learning Impacts" and analyze student success.*

Many students that have gone through our programs or have been student employees, are now working professionals. Several are full-time lead technicians at California's Great America, Disneyland, Tour managers (for musicians such as Britney Spears) designers for local community theatres and/or have transferred to four-year institutions.

- **Future Action**

  By maintaining a high standard of work ethic and professionalism, we are able to recommend students to other industry professionals. Our students are in such high demand, that event and production managers from theme parks, audio-visual companies, cruise ships and theatre consultants often call Smith Center Operations to assist with their events. All of these companies know that they will be getting quality employees.

- **Student/Program Achievement**
  1. *List area-specific outcomes.*

Our resident children's theatre has grown with our student and staff's help from 4 small-scale performances, to nearly 30 sold-out Broadway caliber productions. The students and audiences look at these events as Ohlone achievements.
2. **Identify internal and/or external benchmarks and regulations.**

We must maintain a delicate balance of student events, vs. outside rentals. As a rule, scheduling priority is giving to the Theatre, Dance and Music department. Shortly after, the calendar is opened up to the rest of the Ohlone Community before going out to the general public. We also have strict codes to follow as they pertain to Fire, Safety and Union rules.

3. **Enter assessment results for area-specific outcomes and analyze trends.**

Our box office sales had a spike 3 years ago at $147,436.00 our total sales for last year were $126,834.00 down just over $20,000. Much of this had to do with Summerfest being cut. Summerfest used to bring between $15,000-$30,000 in revenue which was used to offset Smith Center expenses such as setting up the Truss, paying Summerfest students tuition, Summerfest/Smith Center assistant and general operating costs.

4. **Analyze program budget trends and expenditures. Comment on how the program can best use budget resources.**

Our expenditures have been fairly consistent, but as the building ages we are needing to spend more and more money on replacing equipment. Every year we set aside a little money into our fund balance by saving and holding off as long as possible on replacing equipment. This practice has grown our fund balance to almost $100,000, most of which we will use to make major purchases or building repairs and equipment. We try to be as self-sufficient as possible to avoid using fund 10.

5. **Analyze the program's current use of staff, equipment, technology, facilities, and/or other resources. Comment on how the program can best use these resources.**

Smith Center Operations consists of one full-time Director, two full-time Technical Coordinators, a half time Box Office and Front of House assistant, 6-10 short-term-peak employees and 5-10 student employees. Our staff works like doctors, constantly patching holes in Curtain, repairing amplifiers that have caught fire during productions, setting out buckets to catch water from the leaky roof, help the audience open the main lobby doors when the get stuck closed and provide exemplary customer support. We all have "The show must go on" mentality and do whatever needs to be done to keep everyone happy, safe and comfortable. We use and re-use all of our resources in our own internal recycling program.
Broken speakers become acting blocks and platforms, rusty microphones get painted and turned into props, and torn curtains are repaired or made into clothes for the Von-Trapp children.

6. Describe any additional notable program achievements (optional).
7. Additional Program Table Data
8. Future Action

Strategies to improve achievement indicators. Specify.

New equipment will help our staff be more effective instructing students, more productive and maintain our state-of-the-art facility. I'm told that that Measure G will be used to replace our leaking roof, failing doors, and theatre/acoustical curtains in the whole facility that have surpassed their useful and legal life.

- Program Analysis

After assessing student learning outcomes/impacts, student/program achievement, and the status of previous program improvement objectives (PIOs), analyze the data and any identified trends, and summarize you findings. Use these data and trends to prioritize, revise, or develop new PIOs

1. Describe program achievements and successes.

In recent years The Smith Center was able to purchase a new Orchestra Shell for $186,000 out of the fund balance. This shell replaced the unsafe shell that not only caused permanent damage to the stage floor and injured staff, it did not acoustically satisfy the needs of the Music Department and it was ugly.

With the assistance of Star Struck Theatre (our resident children’s theatre), The Smith Center also funded the installation of Stadium Seats in the Amphitheatre for a combined cost of over $200,000

With the help of the Foundation and Smith Center Fund Balance, we were able to purchase and/or committed to purchasing a new Sound and Lighting Board for the Jackson Theatre, new microphones, speakers, amplifiers miscellaneous a/v equipment for the Jackson Theatre, NUMMI Studio Theatre, Dance Studio and Amphitheatre for a grand total of $100,000. All of this equipment will be used daily by students, staff and community members.

2. According to the evidence, what are the areas needing improvement?
The biggest improvements needed are equipment, paint and lighting. As the major components fail, so do training and learning opportunities for the students. In this case, money can fix most of the broken or obsolete items.

- **Program Improvement Objectives:**
  1. **Objective:**

      Provide the final musical production for the Theatre, Dance, Music and Technical Theatre students to showcase their work and provide the college’s service area population with a quality entertainment options close to home.

      a. **Action Plan**

      **Year 1:**

      For over 35 years, Summerfest has been the crowning achievement for the students from the Theater, Music, Dance and Technical Theatre disciplines. Summerfest used to consist of one Shakespeare play, a musical or dance revue, and a full-scale musical. As the costs of production increased, the budget did not and Summerfest was converted into a single Super-Show boasting local talent, student performers, musicians and technicians. Originally produced on a plywood stage, and railroad tie seating, Summerfest moved into the beautiful new Smith Center Amphitheatre in 1997.

      We have already begun fundraising efforts, and are developing a plan where Smith Center Operations will help to spearhead and sponsor the Productions with the help of Community Education. One other way, is to form a student club that would be in charge of fundraising and creating fundraising events to assist in bringing back Summerfest. Several students have expressed interest and we will be working with this semester to drum up more members. Thanks to last year’s fundraiser show, Summerfest Tea Parties, and outdoor movie screenings, we are planning on a scaled down musical production with canned music and a very small set. This smaller production would help raise the funds needed to bring back the full-scale musical.

      **Year 2:**

      Hold a full-scale musical as in the past with students, staff and community members.

      **Year 3:**

      With continued support the Summerfest Program will be alive and kicking with perpetual funding.

      b. **Staffing**

      **Year 1:**
Additional staffing will be needed to help fuel and fund Summerfest fundraising efforts, advertising and promotion. This can most likely be volunteers this year.

*Year 2:*

Bring back the half-time position we used to help produce, market and promote Summerfest. Instructors and classes to keep high quality of, directors and staff on board.

c. **Equipment (Include items that fit under department budget codes)**
   
   *Year 1:*

   Permanent Lighting towers are badly needed for the Amphitheatre to replace the unsafe and unsightly scaffolding units. This cost is estimated to be about $65,000 and can be paid out of the Smith Center Fund balance/foundation assistance. We also need to start researching a new outdoor truss system, or permanent structure to replace the 16 year old lighting truss structure.

d. **Technology (Include items that fit under IT budget codes)**
   
   *Year 1:*

   Wireless access points need to be installed in the LAM plaza and Amphitheatre. This outdoor area is a natural gathering place for students, staff and community members.

e. **Facilities (Include items that fit under the Facilities budget codes)**
   
   *Year 1:*

   Ohlone Smith Center Amphitheatre, needs to be named.
Currently we are working with the Foundation on getting a donor. Also the grass between the seats needs to be repaired or removed and filled in with cement.

Year 2:

Lam Plaza needs a make-over. The landscape is overgrown in some areas and dead in others.

f. Other (Include other resources needed)
   Year 1:
   
   Additional funding sources, and support from the college is needed to help bring back Summerfest either as a class, student club driven event.

g. Assessment Plan: List Assessment Strategies
   Year 1:
   
   Surveys should be giving to the participants and audience members to determine the likability, feasibility and effectiveness of all aspects of Summerfest.

h. Which college goal(s) does this program improvement objective work to achieve? Clearly describe how your PIO will help achieve one or more of the college goals and objectives, has impact beyond the particular department, and contributes to student learning/success.
   1. Through innovative programs and services, improve student learning and achievement.
   Rationale:
   
   Summerfest provides opportunities for technical theatre
students to practice their trade, acting students, music students and community members to perform for students staff and live audiences.

2. Support the economic vitality of the community through educational programs and services that respond to identified employment needs.
Rationale:

Summerfest acts as a training ground for students. New technologies are used that will give students a leg up in the world of theatre, music and technical theatre. Students who have Summerfest Productions on their resumes are able to get better jobs faster.

3. Promote continuous, needs-based, learning and professional development opportunities for all district personnel.
Rationale:

By utilizing the Amphitheatre facility more fully during summer months, Summerfest not only allows students to hone their craft, but the artistic staff as well, though design, direction and other production exercises.

4. Use human, fiscal, technological, and physical resources responsibly, effectively, and efficiently to maximize student learning and achievement.
Rationale:

Summerfest provides state of the art hands-on learning for students and staff. Many of the students involved in Summerfest have gone directly to concert tours, Disneyland (in fact designed World of Color) Broadway shows and have become educators themselves.
6. Enhance college-wide interaction with, and acceptance of, diverse peoples, cultures, arts, and perspectives.
Rationale:

The Summerfest program reaches to students of all ages, families, community members, staff and industry professionals in all cultures through the universal language of song, dance and performing arts.

8. Engage all members of the college community in active, continual institutional improvement.
Rationale:

Everyone one and off campus are always welcome and encouraged to take part in the Summerfest Productions. Whether they painted, built props, sung, danced, played in the orchestra or gave standing ovations the audience. Summerfest also projects the college's image into the community through word of mouth and media marketing and brings thousands of community members to the college.

2. PIO Assessment
   a. *Analyze the impact of reallocation or addition of resources. If money or resource was not used, give rationale.*

   The new lighting board allowed us to create a dramatically different show full of new and exciting effects never before possible. The audiences and student participants thoroughly enjoyed Legally Blonde.

   b. *Future Action*
   Current level of focus maintained. Describe.

   We continue to handle the Smith Center Rentals, and generate money to offset the costs of the theatre, and purchase equipment for all departments to enjoy and learn from.

1. **Objective:**
Maintain the quality and effectiveness of the Smith Center equipment in order to remain a state-of-the-art learning facility.

Staying current will keep Ohlone College on the map as a key player in the world of entertainment and learning.

a. *Action Plan*  
   *Year 1:*  
   By fundraising, renting out the facility, the foundation, grant and bond assistance we will be able to secure the funding needed to improve and maintain the entire facility. When our Foundation Endowments earn enough interest, we would like to replace the unsafe scaffolding that currently holds the lighting equipment. Not only is the current system unsightly, it is older than our building and was part of the original studio 22 lighting system. We believe that $65,000 is needed to design, purchase and install two
permanent lighting towers that will allow the students to work in a safer more efficient environment and benefit the college from a visual and practical point of view.

*Year 2:*
Our outdoor lighting truss system is quickly reaching the end of its usable life and must be replaced at a cost of $100,000. A permanent roof system with solar arrays on top would be ideal for the audience, students and the environment.

*Year 3:*
New stage lights for all venues (possibly upgrading to new LED green fixtures to save on energy costs and consumption)

b. **Staffing**

*Year 1:*
We can maintain our current staffing levels this year

*Year 2:*
We need to increase our staff, a part-time technician would be extremely helpful and cut down on our need for hourly, short
term, seasonal peak employees.

c. Equipment *(Include items that fit under department budget codes)*

*Year 1:*

We need to secure the funds to replace our failing equipment.

The Foundation has generously helped us purchase sound and lighting equipment for the Jackson Theatre, NUMMI Studio Theatre and Dance Studio. We also need to install 3 more line-sets to accommodate larger shows and events.

*Year 2:*

New LCD Projector and AV interface for the Jackson Theatre

$30,000

d. Technology *(Include items that fit under IT budget codes)*

*Year 1:*

The Smith Center's core network of telephone, internet, fire alarm and other communication lines are in dire need of updating. Since the opening of the Smith Center all of these items have been failing. I.T. has noted the issues and
agrees that the whole facility needs to be re-wired.

Year 2:
New LCD Projector and AV interface for the Jackson Theatre

$30,000+ This projector would be/is used primarily by students and faculty for events, flex day and movie screenings.

Year 3:
new computers for Box Office Terminals and Smith Center Assistant

e. Facilities (Include items that fit under the Facilities budget codes)
   Year 1:
   New Lobby doors and lock system. (currently in design phase)

   repair/replace ventilation in NUMMI Studio

   Theatre/classroom.

   Paint Lobby, and green room.

   Year 2:
   New Fire Alarm system

   Year 3:
   Second floor for storage in Shop.
Paint Hallways

f. Which college goal(s) does this program improvement objective work to achieve? Clearly describe how your PIO will help achieve one or more of the college goals and objectives, has impact beyond the particular department, and contributes to student learning/success.

1. Through innovative programs and services, improve student learning and achievement.
Rationale:

State-of-the Art equipment entices students to come to Ohlone. Working equipment helps students spend their time learning through hands-on experiences and minimizes waiting for repairs.

3. Promote continuous, needs-based, learning and professional development opportunities for all district personnel.
Rationale:

A well maintained facility allows the students and staff to work efficiently and minimized downtime due to network and hardware failure, and eliminates wait and lag time for school systems (such as datatell or web-advisor)

5. Lead and educate the community in environmental sustainability.
Rationale:

New LED Stage lighting fixtures are the Green Machines of the theatre world. Later this year, this green energy-saving technology hits the market. Not only do these light save on
energy and carbon dioxide productions, they also completely change the way we use stage lighting. This new technology need to be updated and taught in the classroom and labs.

6. Enhance college-wide interaction with, and acceptance of, diverse peoples, cultures, arts, and perspectives.
Rationale:
Being part of the Theatre, all of our technologies encourage diversity, understanding, compassion and openness. The equipment in our facility is used as a tool to create art though sound, lighting, song and dance. We have very accessible learning facilities and lab spaces that are inclusive of students with varying abilities.

7. Increase access to higher education of under-served and under-represented demographic groups in the District and local communities.
Rationale:
The Smith Center provides an inexpensive way for all students to have hands-on learning experiences, and chances to use state-of-the art equipment that is not available to high schools, or some four year schools.

8. Engage all members of the college community in active, continual institutional improvement.
Rationale:
We have already had people from the community stop by to try our new sound board. People, who had only ready about the new technology and had never seen it in person. After our performances, we often have community members tour our facility to see and learn about the world of theatre, and to marvel at the technology.

2. PIO Assessment
   a. Future Action

• Outside Review Results
  1. List each team members name and title.
     None.
  2. Discuss key feedback provided by team and how it was incorporated into the report.
     None.

• Attached Files
  1. Smith Center Usage Pie Graph.xlsx