

# Non-Instructional Program Review Template

## What is a Non-Instructional Program?

*Non-instructional programs represent all Administrative and Business Services, Student Services, and non-instructional Academic Affairs areas at BCC.*

## Non-Instructional Program Name

Please indicate the program name: Performing Arts Center

Academic Year: 2024-2025

Name(s) of Submitter(s): Deanna Sanabria

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## I. Area Description

*The purpose of this section is to provide the reader and/or reviewer with a brief snapshot of the area. This section should be kept short, a few paragraphs at the most, and address the following:*

**A. What is the area mission and how does it support the institutional mission?**

The mission of the Performing Arts Center is to provide a dynamic environment that supports the artistic and cultural development of students and the community. Our mission aligns with the institutional mission by fostering creativity, collaboration, and community engagement.

**B. What is the area vision and how does it support the institutional vision?**

Our vision is to become a leading regional center for performing arts, recognized for excellence in education, community engagement, and cultural enrichment.

**C. Please provide a short area description:**

The Performing Arts Center offers a variety of programs and events, including theater productions, music concerts, and community events. The center serves as a hub for students, faculty, and community members to engage in the performing arts, community programming.

**D. How does your area align to and/or support one or more of the following BCC Strategic Priorities?**

**Become a Dynamic Community Hub of Innovation:** We foster innovation and creativity through diverse and inclusive programs.

**Implement Equitable Pathways to Student Completion:** We provide accessible and supportive environments that cater to the diverse needs of our students.

**Provide Flexible High-Quality Programs and Services:** Our programs and services are designed to be adaptable and of high quality, meeting the needs of all stakeholders.

**Ensure Effective Stewardship of College Resources:** We manage our resources efficiently to support sustainable operations and long-term growth.

**Create an Engaged Vibrant Community:** We build strong connections within the community through engaging events and partnerships.

- Innovate to Achievable Equitable Student Success
- Ignite a Culture of Learning and Innovation

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- Build Community
  - Achieve Sustainable Excellence in all Operations
- 

## II. Area Effectiveness

*The purpose of this section is to evaluate the area holistically by reviewing and analyzing data within the context of serving the area's internal and external customers, helping students reach their goals, and furthering the mission of BCC.*

*For each item below, review the data provided. As you examine the data, be on the lookout for trends and outliers.*

*Provide a short analysis (2-3 sentences) for each item. If data are not available (i.e., student satisfaction surveys), please indicate that on the form.*

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## Customers

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

The Performing Arts Center at Barstow Community College serves a diverse range of customers both internally and externally. Internally, our primary customers are students, faculty, and staff who engage with the PAC through academic programs, performances, and various college events. These internal stakeholders benefit from a rich environment that supports their educational and professional growth. Externally, we serve the broader community, including community members, local organizations, and other external partners. The local economy is driven by the military presence, transportation, and retail areas, and many residents face socioeconomic challenges with limited expendable income. Our external customers also include nearby communities in the High Desert.

## Policies and Process Response

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

Recent changes in institutional policies and procedures have impacted our operations, necessitating adjustments in scheduling and resource allocation. The Performing Arts Center has adapted by implementing more efficient scheduling software and revising policies to streamline event management.

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

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## Collaboration with Other Areas Response

What areas and/or administrative units are integral to the work of your area and why? Please provide examples of collaborating with other areas on projects, process improvement, etc.

We collaborate with various departments, including Student Services and Academic Affairs, to enhance program offerings and improve operational efficiency. Partnerships with local schools and arts organizations have been established to expand our reach and impact.

What other areas have you worked with? Please provide examples of collaborating with other areas on projects, process improvement, etc.

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

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## Staffing

Area Organization – state any changes in past few years

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Please list any professional development that staff has participated in (Standard 3.2)

As there are no other permanent staff members, this does not apply

Please list any professional development staff would benefit from (Standard 3.2)

As there are no other permanent staff members, this does not apply

Do staff receive an annual employee evaluation on a regular basis (Standard 3.3)? If no, please explain.

As there are no other permanent staff members, this does not apply.

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Is the staffing within the department sufficient to meet all responsibilities in a timely manner and support internal and external customers adequately (Standard 2.7)?

No. Reference limited ability to support events, no Technical Director, T&O review document reference and attachment.

### Area Effectiveness Data and Analysis

Satisfaction Surveys

Not available.

Audits, project tracking, etc.

Not available.

Student Equity Data

Specifically discuss any equity gaps that have surfaced in the data. What innovative plans or projects will help to close these gaps?

[Click or tap here to enter text.](#)

Institution-set Standards

If applicable, reflect on how the department/unit assists the college in reaching the institution-set standards and stretch goals. What innovative plans or projects will help to address any deficiencies.

[Click or tap here to enter text.](#)

Other Supporting Data (Qualitative or Quantitative)

Reports – facility usage by category, internal usage vs external usage etc.

Budget review – staffing vs. income/revenue generation

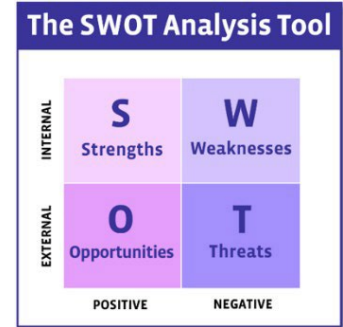
PAC Technical Operations Review Report

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## SWOT Analysis

Conducting a SWOT Analysis (Strengths, Weaknesses, Opportunities, Threats) is another tool that can help areas evaluate themselves. The SWOT Analysis not only looks internally, but externally as well.

The SWOT Analysis provides a way for areas to highlight their accomplishments and also identify possible gaps or issues that need to be addressed.



	Positive/ Helpful	Negative/ Harmful
<b>Internal</b>	<p><b>STRENGTHS</b></p> <p>Strong District, Barstow College Foundation and community engagement, high quality productions, events and activities, collaborations with community partners, The updated PAC website showcases the facility in an inviting and professional manner. Implementation of Event Manager software provides a convenient resource for facility requestors as well as a streamlined method of invoicing and communication. Committed staff members who are invested in the success of the Performing Arts Center</p>	<p><b>WEAKNESSES</b></p> <p>No permanent staff to steward the specialized facilities, software, and professional experts working for the District. Financial limitations to repair and replace outdated equipment, sporadic and incomplete schedule and financial data with complete documentation of profit and loss as well as transparent labor expenses. Incomplete safety data and documentation on behalf of the facility and its users. Missing comprehensive data on patron and client experiences. Implementation of technical operations recommendations. See</p>
<b>External</b>	<p><b>OPPORTUNITIES</b></p> <p>Untapped potential to engage the community to collaborate and attract sponsoring patrons. Expansion of education opportunities to the community. Exploration of grant funded experiences in the</p>	<p><b>THREATS</b></p> <p>The economic downturn and cost of inflation does and will continue to affect participation in ticketed events. The community threshold for expendable income may be limited in this community and reduces the ability for</p>

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	performing arts.	revenue generation to support the operations. See Performing Arts Center Final Technical and Operations Review report.
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### III. Goals and Service Area Outcomes (SAOs)/Administrative Unit Outcomes (AUOs)

*The purpose of this section is to use data to develop goals, expected SAOs/AUOs for the next three years, and to reflect upon goals and outcomes from the previous cycle*

*You should reflect on and incorporate the responses from all the previous questions and the SWOT analysis into this section.*

*As you develop goals and outcomes:*

- a. formulate **two to three goals with an expected outcome for each** that will help maintain or enhance program strengths or will act as an intervention to an identified weakness (cite evidence from assessment data and/or other area effectiveness data).*
- b. indicate the **status** of the SAO/AUO (ex: is the goal or outcome new, a carry-over from the previous program review cycle, etc.)*
- c. indicate how each goal and outcome are **aligned** with the College's [Strategic Priorities](#).*
- d. indicate how each goal and outcome are **aligned** with the [Pillars of Guided Pathways](#).*
- e. List at least one **action/strategy** for each goal/outcome.*
- f. Explain how you will **measure** the goal/outcome.*
- g. List any **resources** that will be needed to achieve the goal/outcome*

#### GOAL #1

Establish Baseline Customer Patron and Client Satisfaction

##### Expected Service Area Outcome/Administrative Unit Outcome

By June 2025, we aim to develop and implement surveys to establish baseline satisfaction levels among patrons and clients. Understanding customer satisfaction will allow us to innovate our offerings, better supporting student success and engagement. Gathering feedback will foster a culture of continuous improvement and innovation within our programs and services. By understanding and addressing the needs of our patrons, we can enhance community engagement and connection.

Establishing this baseline is crucial as it provides a foundation for improvement over the next three years. Data-driven improvements ensure that resources are used effectively to enhance user experience and operational excellence. Surveys can help tailor programs and events that inspire passion and engagement in arts, communications, and humanities, ensuring they meet the needs and interests of students in these pathways. Understanding client satisfaction will also inform the development of programs that improve customer service and client relations, which are critical skills for students in business and entrepreneurship.

Feedback from surveys will clarify what clients and patrons value, informing the design of clear and relevant programs. Tailoring programs based on survey results supports effective learning by aligning with student interests and needs, ultimately contributing to a more engaged and successful student body and community.

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A. This Goal/Outcome is

- New
- Continued
- Modified

*If modified please list how and why.*  
Click or tap here to enter text.

B. Alignment to BCC Strategic Priority (*Select at least one but choose all that apply*)

Strategic Priority 1: Innovate to Achieve Equitable Student Success

Strategic Priority 2: Ignite a Culture of Learning and Innovation

Strategic Priority 3: Build Community

Strategic Priority 4: Achieve Sustainable Excellence in all Operations

C. Relationship to Guided Pathways

- Clarify the Path
- Entering the Path
- Staying on the Path
- Support Learning

D. Please list actions/strategies for achieving this goal/outcome.

Create comprehensive surveys targeting different patron groups (students, faculty, community members). Use multiple methods (email, social media, in-person events) to distribute the surveys widely. Collect and analyze the responses to identify trends and areas for improvement. Based on feedback, make necessary adjustments to programs and services.

E. Briefly explain how you will measure the goal/outcome.

Track the number of surveys distributed and responses received. Quantify satisfaction levels (e.g., percentage of respondents rating their experience as "satisfactory" or higher). Document changes made based on feedback and reassess satisfaction after implementation.

F. Please list resources (if any) that will be needed to achieve the goal/outcome.

We will use the survey function in Event Manager to sent surveys to internal and external users to determine the experience of facilities users. We will utilize the survey function in Ludus to determine the experience of patrons of the facility and include opportunities to submit recommendations on programming.

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## GOAL #2

Increase Community Accessible Events

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## Expected Service Area Outcome/Administrative Unit Outcome

Over the next three years, we aim to increase the number of community-accessible events by 20%. This initiative will provide additional opportunities for student engagement and learning outside the classroom, fostering innovation and diverse cultural experiences. By expanding our event offerings, we can strengthen community bonds and enhance engagement. Leveraging existing marketing funds effectively will help us increase event attendance and ensure operational efficiency.

Increasing the number of community-accessible events will provide more opportunities for students in the Arts, Communication, and Humanities pathway to participate in and showcase their work, thereby enhancing their learning and practical experience. These community events can also serve as real-world learning environments where students in business and entrepreneurship can apply their skills in marketing, event planning, and customer engagement. Clearly advertised and accessible events will clarify the opportunities available to students, offering practical experiences and the chance to apply classroom knowledge in real-world settings. Regular events and activities will help maintain student engagement and commitment to their educational journey, contributing to their overall success and growth.

### G. This Goal/Outcome is

- New
- Continued
- Modified

*If modified please list how and why.*

Click or tap here to enter text.

### H. Alignment to BCC Strategic Priority (*Select at least one but choose all that apply*)

Strategic Priority 1: Innovate to Achieve Equitable Student Success

Strategic Priority 2: Ignite a Culture of Learning and Innovation

Strategic Priority 3: Build Community

Strategic Priority 4: Achieve Sustainable Excellence in all Operations

### I. Relationship to Guided Pathways

- Clarify the Path
- Entering the Path
- Staying on the Path
- Support Learning

### J. Please list actions/strategies for achieving this goal/outcome.

Collaborate with local organizations to host joint events. Develop and implement marketing campaigns using the allocated funding. Identify and apply for additional funding and sponsorship opportunities. Organize and host a variety of events targeting different community and student groups.



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- K. Briefly explain how you will measure the goal/outcome.  
Track the number of community-accessible events hosted each year. Measure attendance and gather feedback from participants. Monitor the amount of additional funding and sponsorships secured.
  
  - L. Please list resources (if any) that will be needed to achieve the goal/outcome.  
Existing budgeted marketing funding. Additional staffing will be necessary to manage increased facility usage, which will include technical, ticketing and front of house support staff.
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## GOAL #3

Establish a Technical Director Position

### Expected Service Area Outcome/Administrative Unit Outcome

By June 2025, we aim to hire a Technical Director to oversee scheduling, training, and equipment and facility maintenance. This role is crucial for enhancing the quality of student performances and educational experiences through improved technical support. The Technical Director will ensure that our facilities and technologies are state-of-the-art and well-maintained, fostering innovation and enabling us to support technically challenging organizations. Well-maintained facilities and professional technical support will also enhance the overall experience for community members attending our events.

Efficient scheduling and maintenance managed by a dedicated Technical Director will ensure optimal use of resources and facilities, reducing downtime and maximizing productivity. Additionally, the Technical Director will provide specialized training and support to students in the Arts, Communication, and Humanities (ACH) pathway, enhancing their technical skills and preparing them for careers in the performing arts. Students will gain practical insights into the operational and management aspects of running a large facility, including facility management, budgeting, and logistics.

The presence of a Technical Director ensures high-quality technical support and learning environments, helping students stay engaged and committed to their educational programs. The Technical Director will also prioritize and implement the recommended improvements outlined in the Performing Arts Center Final Technical and Operations Review report. By showcasing the center's commitment to excellence and innovation through improved technical and operational support, we can attract new students and enhance the center's reputation. In summary, hiring a Technical Director is essential for maintaining cutting-edge facilities, providing high-quality support and training, and ensuring the efficient use of resources, which will significantly contribute to student success, community engagement, and the overall excellence of the Performing Arts Center.

M. This Goal/Outcome is

- New
- Continued
- Modified

*If modified please list how and why.*

Click or tap here to enter text.

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N. Alignment to BCC Strategic Priority (*Select at least one but choose all that apply*)

Strategic Priority 1: Innovate to Achieve Equitable Student Success

Strategic Priority 2: Ignite a Culture of Learning and Innovation

Strategic Priority 3: Build Community

Strategic Priority 4: Achieve Sustainable Excellence in all Operations

O. Relationship to Guided Pathways

- Clarify the Path
- Entering the Path
- Staying on the Path
- Support Learning

P. Please list actions/strategies for achieving this goal/outcome.

Secure funding for the position, including salary and benefits. Create a detailed job description outlining the responsibilities and qualifications for the Technical Director. Conduct a comprehensive search to identify and hire a qualified Technical Director.

Q. Briefly explain how you will measure the goal/outcome.

The hired Technical Director will Develop and execute training programs for staff to ensure they are equipped with the necessary skills and knowledge to ensure our patrons and clients attend events and activities in safe facilities and experience excellence in our programming.

R. Please list resources (if any) that will be needed to achieve the goal/outcome.

Budget allocation for salary and benefits.

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### Previous Goals/Outcomes

Were any outcomes discontinued or completed? Please speak to outcomes you are not carrying forward from the previous program review cycle and discuss why.

Click or tap here to enter text.

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## IV. Resource Requests

Did you receive any resources over the last cycle? Did the funding of resource(s) have the positive changes the discipline or program was looking for?

In the previous planning cycle, funding was approved to implement a technical operations review of the Performing Arts Center operations to include safety, personnel, industry standard hardware and software, training and skill maintenance and equipment and facility maintenance. As there are no permanent PAC technical staff positions, it was supposed that the impact of that absence would be apparent in the recommendations provided by the review report. For the next three years, we will use the information provided in this document to correct weaknesses in the facility, equipment, staffing and training. The Technical Director will begin implementation of recommended improvements outlined the operational review. See Performing Arts Center Final Technical and Operations Review report.

*What does the area need to meet its goals and outcomes? Resource requests should be evidence-based and tied to goals and objectives stated above.*

*Resources may be requested from the following categories:*

- a. *Personnel/Staffing*
- b. *Technology Resource*
- c. *Facilities Resource*
- d. *Professional Development*
- e. *Other*

***For all resource requests departments/areas should utilize the Budget Allocation Proposal form and submit with their program review.***

Goal/ Outcome #	Resource Required	Estimated Cost	BAP Required? Yes or No	If no, indicate funding source
3	Budget allocation for a Technical Director position including salary and benefits.	74,000 salary plus benefits.	Yes	Click or tap here to enter text.
3	Budget allocation for upgrade of light and sound equipment located in both theaters.	\$50,000 ongoing for five years. Year 6, reduce need to a permanent budget increase of \$10,000 to used for contracted services, non-instructional	Yes	Click or tap here to enter text.

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		supplies, new equipment and replacement equipment.		
Click or tap here to enter text.	Click or tap here to enter text.	Click or tap here to enter text.	Click or tap here to enter text.	Click or tap here to enter text.
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