Leeward Community College
Comprehensive Review and Evaluation

Program/Unit Name: LEEWARD THEATRE
Assessment Period: Fall 2015 – Spring 2019

College Mission:
At Leeward Community College, we work together to nurture and inspire all students. We help them attain their goals through high-quality liberal arts and career and technical education. We foster students to become responsible global citizens locally, nationally, and internationally. We advance the educational goals of all students with a special commitment to Native Hawaiians.

Part I. Brief Description
Leeward Theatre was founded in 1974 as a gathering place for arts and culture in Central Oahu. The mission of Leeward Theatre is to facilitate cultural dialogue by presenting and developing the work of local, national, and international artists and sponsoring educational and community performances. We are advocates for the cultural sustainability of our community, with a special commitment to local artists and Native Hawaiian culture. The Leeward Theatre is the only major arts presenter and arts education center in the Leeward and Central Oahu communities.

Theatre programing is broken down into three areas: Leeward Presents, Campus Events, and Rental Events. The Theatre was closed for renovations from May 2016 until January 2019. This closure put a hold on rental income, programing, and community service initiatives that were previously undertaken by theatre management. Now that the theatre is open to the public and fully operational, it is our goal to build the theatre back into a gathering place of arts and culture for the Leeward campus and Central Oahu communities.

Service Area Outcomes
The service area outcomes of the theatre are closely aligned with the following institutional learning outcomes of Leeward Community College:

- **Critical Thinking and Problem Solving** – Participation in theatre, music, dance, and other forms of art have been proven to improve critical thinking and problem-solving skills for students. Arts education also creates a more well-rounded educational experience.
- **Written, Oral Communication and Use of Technology** – The performing arts can often be correlated with curriculum in other disciplines such as English, literature, math, and science. Technology plays an important role in modern theatrical productions and can
be learned in a hand-on approach through student employment opportunities and courses being offered in the theatre.

- **Values, Citizenship, and Community** – The performing arts are an excellent way for students to be exposed to other cultures and points of view. Leeward Theatre will continue to present a variety of cultural programing to the campus and the Leeward community, placing a high value on promoting and preserving Hawaiian culture and furthering Hawaiian art.

**Part II. Analysis of Program/Unit Data**

Theatre programming can be divided into three service areas:

- **Campus Events** consist of plays, concerts, and recitals organized by the Arts and Humanities Division, as well as events sponsored by the Chancellor’s office and other college departments.

- **Leeward Presents** are professional touring productions, local artists, and Leeward Theatre sponsored plays and events that are presented to the public as part of a main stage series.

- **Rental Events** are community groups, schools, and local companies who rent the theatre facilities for private or public performances, seminars, or workshops.

**Ticket sales and participation**

The metrics used to determine success in Theatre service areas consist of ticket sales and rental income, total attendance, and Leeward student participation. Unfortunately, there has not been a consistent pattern of collecting data in the past. This makes a careful analysis of performance metrics difficult, and hastens the need to develop systems for collecting and analyzing data.

Due to the closure of the theatre, program participation greatly decreased in comparison to previous years. Rental Events were discontinued from December 2015 until February 2019, and College Events and Leeward Presents productions were held in room AM101, with a seating capacity of only 65.

Despite the closure, available data indicates that Leeward student participation increased for Leeward Presents and Campus Events from 2015 to 2018, while overall attendance declined. Rental attendance spiked in 2018-19, as many of the Theatre’s past renters were eager to return to our newly renovated facilities.
<table>
<thead>
<tr>
<th>Leeward Presents</th>
<th>Rental Events</th>
<th>Campus Events</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Leeward Students</td>
<td>Total Attendance</td>
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<tr>
<td>2015-16</td>
<td>233</td>
<td>3,441</td>
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<tr>
<td>2016-17*</td>
<td>304</td>
<td>599</td>
</tr>
<tr>
<td>2017-18*</td>
<td>428</td>
<td>880</td>
</tr>
<tr>
<td>2018-19**</td>
<td>††</td>
<td>2,966</td>
</tr>
</tbody>
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*Theatre closed entire season
** Theatre closed first half of season
† Total participation (including performers)
†† Data not available

**Part III. Analysis of Major Functions/Services**

As the scheduling demands of the Theatre increases, it will be necessary to strike a balance between the three service areas. Although there will be some overlap, each area serves different customers and demands for the Theatre and the campus at large.

The following is a detailed description of each of the three service areas, primary customers, nature of demand, and metrics for measuring success. One of the primary goals of the Theatre is to serve a large number of Leeward students in a diversity of programs. This goal can be achieved through any of the following service areas.

**Campus Events**

Leeward Theatre is available to college departments and divisions on a space-available basis. These events generally require minimal technical and staffing needs and are completely funded by the requesting department/division. The primary customers and metrics for success vary depending upon the nature of the event and the goals of the department. Events that serve Leeward students and are aligned with the missions of the Theatre and the College will be given priority in scheduling.

**Leeward Presents**

Leeward Theatre has a long tradition of presenting professional touring acts in a variety of genres such as classical, world, and folk music, dance, and theater. Leeward Presents productions are the primary driver of new audiences to the Theatre and to the campus. These events are intended to serve a large segment of the Leeward and Honolulu metropolitan areas in order to introduce new audiences to the Leeward campus and promote arts and culture in Hawaii.
The following metrics will be used to evaluate the success of this program:

- Attendance and ticket sales
- Repeat sales
- Donations to the Theatre’s UH Foundation account
- Interactions/mentions on social media and word-of-mouth interest

Customer demand for Leeward Presents events will be driven by creating a season of diverse programming that will appeal to a wide range of customers, while maintaining high artistic standards.

**Rental Events**

Rental Events are the primary funding source for Leeward Presents events and the source of income for the Theatre Special Funds account. Leeward Theatre has many longstanding relationships with area dance, music, and private schools. Our oldest rental client, Alphabetland Preschool, has been renting the theatre for their annual Holiday pageant for over forty years. Other regular rental clients include Pas de Deux Hawaii, Hawaii Ballet Theatre, UH Outreach College, and Ballet Hawaii. Clients pay a daily rental fee as well as staffing and equipment rental costs, and they sell their own tickets and retain all sales revenue.

The primary customers and customer demand are determined by the individual rental organizations and the nature of the event. Success in this area will be evaluated using the following metrics:

- Number of renters and rental income
- Number of repeat renters
- Diversity of rental clients and cultural programs

While rental rates are set to increase in January 2020, our rates will remain competitive or less expensive than many comparable venues on Oahu. Maintaining relationships with our current renters and developing new client relationships will be vital to the long-term success of the Theatre.

**Part IV. Overview Analysis of Program/Unit**

The Program/Unit Data indicates that Leeward student attendance and participation in Campus Events has gradually increased since the initial closure of the theatre in 2016. For the Theatre to reach its goals of increasing student participation and service to the Leeward community, we must make every effort to continue and improve upon these trends. This will also help Leeward Community College in achieving its Wildly Important Goal (WIG) of student retention by giving current Leeward students another reason to complete their college experience.

**Strengths**

Leeward Theatre has a long history of high-quality programming and community engagement. As it relates to Leeward Presents programs, the Theatre benefits from being the only major arts
venue to serve Central and West Oahu. This also makes the Theatre a valuable resource for
campus and community groups looking for a performance venue. Based on the Total
Attendance figure for Rental Events from the second half of the 2018-19 alone, we can see that
there is strong demand among community groups and organizations for the facilities and
services that Leeward Theatre offers. With the Theatre now fully operational, we can further
strengthen these ties to our longtime renters while increasing outreach to potential new
renters.

Weaknesses
The closure of the Theatre and the resulting decline in revenue and audience participation is
the most pressing weakness faced today. It will be incumbent on us to reestablish the Theatre
as a prominent place for arts and culture in the region and to increase our marketing efforts to
inform the public that we are open for business. Another weakness is our perceived distance
from Honolulu. People who are not familiar with Pearl City or Central Oahu may feel that it is
too far to drive for an evening performance. We must dispel this myth by presenting compelling
programs for people to be willing take the risk of traveling to a new place in order to overcome
this barrier. Finally, our minimal number of staff members working in the Theatre will be a
weakness as we increase our programming. We will need to build a roster of qualified
technicians who know the inner workings of the Theatre to keep up with the scheduling
demands.

Part V. Action Plan
The following initiatives will be undertaken to build audience participation and to further the
mission of the Theatre:

- Serve the campus community by offering discounted tickets to students, faculty, and
  staff to all college and Leeward Presents events with a goal of increasing attendance and
  participation year over year. Reach out to faculty members to align our programming
  with educational outcomes in the classrooms.
- Engage with the Leeward Oahu community by increasing marketing and outreach
efforts to increase ticket sales and overall visitation to the campus. Success will be
  measured by ticket sales, repeat attendance, and audience interactions.
- Establish an Education Program to offer arts and cultural programming to area school
  children to increase their future engagement with the arts. This will further enhance the
  profile of Leeward Community College by bringing more awareness to the college as an
  exceptional place of learning.
- Establish a fundraising campaign to build new funding sources for future programing
  and theatre improvements.
- Establish a consistent system for obtaining and analyzing data. This will help us track
customer behavior and interests, establish sales targets and goals for productions, and
more reliably determine if benchmarks are reached.
**Mission**

Leeward Theatre strives to serve the students of Leeward Community College by enhancing their educational experience through unique and diverse cultural programming. Our mission is closely aligned with that of the College in that we wish to nurture and inspire students through the arts, with a special commitment to Native Hawaiian and Indigenous art forms. The core values of the College are central to the philosophy of arts education and the benefits of regular access to the arts. Community, collaboration, social responsibility, and concern for others are all necessary when working with a diverse group of people to create something new. Diversity, respect, and exposure to world cultures are almost guaranteed when students are presented with captivating performances from different cultures. Personal and institutional integrity is necessary when working with others and confronting challenging issues that sometimes arise in artistic work. Finally, allowing open access to all who wish to participate in or just observe is of utmost importance to ensure the longevity of the performing arts.

**Part VI. Resource and Budget Implications**

As Theatre programming increases, additional resources will be required in order to maintain the facilities in a safe and professional manner for customers and performers. Upgrades and regular maintenance of equipment, additional staffing, and training will be necessary. The following list highlights some of the resources that have been identified as priorities for the current and next fiscal years.

- **Technical Staffing** – The Theatre currently employs two fulltime APT Theatre Technicians. All Campus, Rental, and Leeward Presents events are covered by one or both of these staff members, plus one part time casual hire audio technician. The Theatre will need additional professional technicians to alleviate the workload of our fulltime staff.

- **Masking** – The Theatre renovation project included new masking materials (curtains, legs, borders, etc.). However, the specifications for this masking was of a low quality and insufficient for the professional needs of the Theatre. As the Theatre is used more frequently, it will require masking that is made of a thicker and higher-quality material. This will allow for adequate sound and light absorption and will be less likely to tear under frequent use.

- **Wireless Communication** – Proper communication among crew members is essential for a production to be successful. The Theatre currently uses wired devices for communication from the backstage areas to the sound and lighting booths, but this limits the range of movement of the crew. It is common in theatres of our size to have a wireless option as well to allow for crew members to be free to move around the theatre performing essential duties while still being in communication with other staff.

- **Additional Lighting Instruments** – The Theatre obtained some new lighting equipment in the renovation, but still retains older equipment which is becoming obsolete. Upgrading to industry-standard Source Four 750 lighting instruments will necessary.
• **Website Redevelopment** – The Leeward Theatre website is not up to current standards, nor is it ADA compliant. In line with our goal of increasing ticket sales through enhanced marketing efforts, it will be necessary to redesign the website to make it more user-friendly, mobile phone adaptive, and relevant to users.