1. Program or Unit 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. The Leeward Theatre is the only major arts presenter and arts education center in the Leeward and Central Oahu communities.

Theatre programing consists of three areas: Campus Events, Leeward Presents, and Rental Events.

- Campus Events consist of plays, concerts, and recitals organized by the Arts and Humanities Division, 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.

The revenue generated through rental fees and ticket sales are used to fund expenses related to Leeward Presents events.

2. Analysis of the Program/Unit

Discuss the Program’s or Unit’s strengths and areas to improve in terms of Demand, Efficiency, and Effectiveness based on an analysis of the program’s Quantitative Indicators or comparable unit-developed measures or program-developed metrics. Include a discussion of relevant historical-trend data on key measures (i.e., last three years).

Leeward 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 the Theatre. The Theatre reopened in early 2019 with the goal of building the facility back into a hub of arts and culture for the campus and the Leeward and Central Oahu communities. As a reference, the following data shows Leeward Presents, Rental Events, and Campus Events prior to the Theatre closure and COVID-19 pandemic. Campus Events were approaching levels seen prior to the renovation closure. Leeward Presents and Rental Events were starting to ramp up.

Table 1: Service Area Attendance

<table>
<thead>
<tr>
<th></th>
<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>
<td>Leeward Students</td>
</tr>
<tr>
<td>2015-16</td>
<td>233</td>
<td>3,441</td>
<td>0</td>
</tr>
<tr>
<td>2016-17*</td>
<td>304</td>
<td>599</td>
<td>0</td>
</tr>
<tr>
<td>2017-18*</td>
<td>428</td>
<td>880</td>
<td>0</td>
</tr>
<tr>
<td>2018-19**</td>
<td>††</td>
<td>2,966</td>
<td>††</td>
</tr>
</tbody>
</table>
In March 2020, COVID-19 forced the closure of all UH campuses to the public, effectively halting all in-person artistic and community performances, and resulting in a reduction of staff from 4.00 FTE to 2.50 FTE. During the closure, the Theatre provided classroom space for classes, but did not host Leeward Presents or Recitals. Planning for future seasons and contracting rental customers were put on hold until the State, City & County, and UH policy allowed large in-person events.

At the end of the Fall 2020 semester, the Theatre collaborated with the Arts and Humanities Department to host a free streamed Virtual Pau Hana Event showcasing the dance, theatre, music, and visual arts. There were approximately 70 virtual attendees.

Effective July 1, 2021, the Theatre Manager position was vacated. With the current Statewide and UH-wide hiring freeze, it has left the Theatre with only 1.5 personnel.

**Strengths**

Leeward Theatre has a long history of high-quality programming and community engagement. As it relates to Leeward Presents programs, the Theatre benefited from being the only major arts venue to serve Central and West Oahu. The Theatre is a valuable resource for campus and community groups seeking a performance venue. Based on the Total Attendance figure for Rental Events from the second half of the 2018-19 alone, there was a strong demand among community groups and organizations for the facilities and services that Leeward Theatre offers.

Another strength of Leeward Theatre is it went through a $12M renovation project and opened in 2019.

Finally, Leeward Theatre seats 628 patrons, one of the largest Theatres on the island.

**Weaknesses**

A big weakness and challenge for the Theatre is the lack of personnel. As a reference, prior to the renovation, there were 5 full-time staff (Theatre Manager, Assistant Theatre Manager, House Manager, and two Theatre Technicians). The Theatre also had a relatively large, trained student help staff. With 1.5 Theatre staff, a hiring freeze, and no student help, it will be challenging to ramp up the resources to resume Theatre operations.

With COVID-19 still circulating, having a full season at full capacity continues to be a health and safety concern. Even when Leeward Theatre opens a full season, there may still be some hesitancy by patrons to attend in-person events.
An additional weakness, is historically, this position has experienced high turnover. Previous manager start and end dates include:

Manager J was hired 08/09/2004, vacated the position 05/03/2013 (7 years, 9 months)
Manager K was hired: 06/17/2013, vacated the position 08/17/2017 (4 years, 2 months)
Manager C was hired 11/13/2017 vacated the position on 01/31/2019 (1 year, 2 months)
Manager B was hired 11/01/2019, vacated the position 06/30/2021 (1 year, 8 months)

Within the Leeward CC campus community, a recent Academic Services Survey (Fall 2021) showed only 54% of survey respondents (n=99) were familiar or very familiar with the services provided by the Theatre. In comparison to other Academic Services units which averaged 85.5%, this was significantly lower. In the same survey, when asked about satisfaction with the services provided, only 32% of survey respondents were very satisfied or satisfied with services. In comparison, other Academic Services units averaged 72%.

The low survey results indicate the Leeward CC campus community is not familiar with and not satisfied with the services provided by the Leeward Theatre. This could be a result of the Theatre being closed for so long. It could also be a lack of information and marketing coming from the Theatre. It also implies that the Leeward CC community is not the primary audience for the Leeward Theatre. This suggests that the Theatre in collaboration with Administration should define the mission and target audience for the Theatre. This should be completed in next year to coincide with the phased reopening.

Other University of Hawai‘i Theatres directly support their campus productions for Theatre and Dance programs. If Leeward Theatre is to have a similar collaborative relationship, the associated programs will need to be reestablished and strengthened.

A final weakness is the perceived distance from Honolulu. Some, who are not familiar with Pearl City or the Central Oahu area may feel that it is too far to drive for an evening performance.

**Opportunities**

During the COVID-19 pandemic, other theatres have engaged patrons and the community by hosting streaming virtual events and activity on social media. The Leeward Theatre can partner with college programs to engage in similar activities.

As COVID-19 guidelines relax, the Theatre can actively reengage with performance groups and renters, particularly longtime renters to welcome them back to the Theatre. Also, the Theatre can explore launching a new marketing initiative to attract new performance groups and renters.

**Threats**

The long renovation closure followed by the COVID-19 pandemic has resulted in the Theatre being closed for 4 of the last 5 years. While those circumstances were not within the Theatre’s control, this has resulted in a decline/elimination of revenue and audiences. The threat is with the prolonged closure, patrons may forget about the Leeward Theatre and other Theatres may attract previous
renters or artists. Furthermore, the longer the Theatre is closed, the more challenging it will be to reestablish the Theatre as a prominent place for arts and culture in the region.

The longer the Theatre Manager position is vacant, the longer it will be before the Theatre will be able to host a full season. It takes at least a year to plan a Theatre season. Vision, stability, and oversight is needed in the Theatre.

The Theatre Technical staff have a vast knowledge of the working of the Theatre. If one or both leave, the back-of-the-house expertise is gone.

The Theatre volunteers are no longer active. It is a good opportunity to reenvision and reestablish the volunteer program.

The COVID-19 pandemic continues to be a threat to the Theatre. The rapidly evolving county, state and federal restrictions have made it challenging to plan a long-term strategy.

3. Program Student Learning Outcomes or Unit/Service Outcomes

a) List of the Program Student Learning Outcomes or Unit/Service Outcomes
b) Unit/Service Outcomes that have been assessed in the year of this Annual Review.

c) Assessment Results.

d) Changes that have been made as a result of the assessment results.

The following are new/proposed Theatre Service Outcomes

1. Theatre clients will be satisfied with the facility.
   Expected outcome: 80% of survey responses will be very satisfied or satisfied after using the facility.

2. The Theatre will provide quality programming.
   Expected outcome: 80% of survey responses will strongly agree or agree that the Theatre provides quality programming.

3. The Theatre will provide a variety of productions and shows.
   Expected outcome: 80% of survey responses will strongly agree or agree that the Theatre provides programming variety.

4. The Theatre will provide quality client service.
   Expected outcome: 80% of survey responses will strongly agree or agree that the Theatre has quality client services.
4. Action Plan

Based on findings in Parts 1-3, develop an action plan for your program or unit from now until your next Comprehensive Review date. Be sure to focus on areas to improve identified in ARPD data, student learning or unit/service outcomes, results of survey data, and other data used to assess your program or unit. This plan should guide your program/unit through to the next program/unit review cycle and must detail measurable outcomes, benchmarks and timelines. Include an analysis of progress in achieving planned improvements.

Specify how the action plan aligns with the College’s Mission and Strategic Plan.

Discuss how these recommendations for improvement or actions will guide your program or unit until the next Comprehensive Review. Be sure to list resources that will be required, if any, in section 5 below.

*The action plan may be amended based on new initiatives, updated data, or unforeseen external factors.

While we are still in the COVID-19 pandemic and limited with only 1.5 staff, Administration has been actively working to bring back life into the Theatre. It is clear that we will need to hire and staff the Theatre to reopen. Preliminary plans include:

1. Hire Permanent Theatre Manager
2. Hire Assistant Theatre Manager (Safety Operations)
3. Obtain a Ticketing System
4. Setup a volunteer program
5. Reengage with Theatre renters/users to take booking
6. Theatre in collaboration with Administration will define the mission and target audience for the Theatre in the next year.

5. Resource Implications

Detail any resource requests, including reallocation of existing resources (physical, human, financial). *Note that CTE programs seeking future funding via UHCC System Perkins proposals must reference their ARPD Section 4. Action Plan and this ARPD Section 5. Resource Implications to be eligible for funding.

1 full-time APT Band B Theatre Manager
1 full-time APT Band A Assistant Theatre Manager
1 full-time temporary APT Band A Theatre Safety Operations Manager
Student Help
Consultant