

Higher Learning Commission
Self-Study Questionnaire/Report for Non-Instructional Units

Non-Instructional Unit: Irvin L. Young Auditorium

Individual(s) Completing the Questionnaire/Report: Ken Kohberger, Director

BACKGROUND INFORMATION

1. Describe in a paragraph or two what your unit does (i.e., the services it provides).

The Young Auditorium serves as a major regional cultural and educational center. The auditorium provides a high quality, professional environment for all facility users in which to experience a wide variety of events, including the best in professional performing arts groups, Continuing Education offerings, lecture presentations, student performing arts activities, conference and community functions. The complex provides an arena for outreach between the university and community at large; serving this varied community from elementary students through senior citizens, including those who are physically challenged, developmentally disabled, and economically distressed. Our staff strives to maintain a professional atmosphere conducive to successful activities for all users.

Cultural Affairs, Horizons, the Bramblett Chamber Series, and ILY Presents, the programming arms of the auditorium strive to support the Young Auditorium's mission statement by specifically featuring diverse programming that presents many facets of performing arts and highlights many different cultures. Ideally our programming reflects a commitment to artistic excellence, enhancement of student life, and community cultural growth by presenting the best regional, national, and international artists and providing the highest quality programming available within our means. When we accomplish our goals we enrich the lives of the campus community as well as the citizens of this area.

2. Who is/are the constituency/ies you serve, and approximately how many of each constituency do you serve annually? (e.g., students, academic departments, classified staff, etc.)

•

Cultural Affairs	2003-04
Total Attendees	10,959
Number of Performances	12
<i>“ILY Presents”</i>	
Total Attendees	10,339
Number of Performances	13
Contemporary Issues Forum	
Total Attendees	676
Number of Performances	2
YA Dinners	
Total Attendees	600
Number of Dinners Per Season	6

Horizons Family Series	
Total Attendees	2,663
Number of Evening Performances	5
Horizons Matinee Series	
Total Attendees	25,237
Number of Matinee Performances	25
Other-User Sponsored Events	
Other-User Total Attendance in YA	55,427
Other-User Days in ILY Auditorium	81
Total Attendees Served 2003-04	
Total Attendees All YA Events	50,474
Other Users	55,427
Total	105,901
UW-W Student Attendance 2003-2004	
Number of Students	6,529
Kachel Center & Terrace Use 2003-04	
Kachel Center Activities	785
Young Terrace Activities	87

- Overview and evaluate the adequacy of the human, physical, and fiscal resources your department deploys to serve students and meet other programmatic needs by answering the questions below:

Human Resources

Evaluate the general adequacy of the human resources (i.e., the # of employees (including student help) and their skills) relative to the unit’s ability to serve the constituencies identified above and achieve other programmatic goals. Do this by assigning a number between “1” (completely inadequate) to “9” (completely satisfies needs).

6 1-9

In a paragraph or two, discuss why you’ve assigned the score you have. Include, in particular, a discussion of unique strengths as well as important needs not being met or opportunities not being explored because of limitations.

The strength of the auditorium’s human resources lies in the dedication and positive work ethic of the auditorium’s staff and the fact that they have worked successfully together as a team for over 6 six years. What we could use are some more dedicated team members. To help resolve this we are currently in the midst of a search for a director of development that solely serves the auditorium’s needs. This should help us start to make progress in the area of our contributed income needs. Another area where we need help

is education and outreach. With the addition of a full-time coordinator in this area we would better serve our K-12 constituency that we have developed with our Horizons school matinee series. This position could also develop new audiences for our seasonal offerings. We could also make good use of and offer rewarding experiences to graduate assistants in many capacities, such as marketing, production, front of house and arts administration.

Physical Resources

Evaluate the general adequacy of the physical resources (e.g., office and storage space, supporting technology, other equipment) allocated to the unit relative to the unit's ability to serve the constituencies identified above and achieve other programmatic goals. Do this by assigning a number between "1" (completely inadequate) to "9" (completely satisfies needs).

7 1-9

In a paragraph or two, discuss why you've assigned the score you have. Include, in particular, a discussion of unique strengths as well as important needs not being met or opportunities not being explored because of limitations.

We are fortunate and grateful to have a facility that is relatively new that is user friendly for the audiences, touring companies, students and administrative staff. The auditorium offers technical capabilities that can meet the needs of most companies as well as adequate dressing rooms. The audiences enjoy comfortable seating and great sight lines. Acoustically, the hall is adequate. This is an area though where we could use improvement. Major upgrades to the sound system would be helpful as would acoustical curtains and panels.

The building has additional spaces that are also user friendly. The Fern Young Terrace serves in many capacities offering a comfortable intimate space with a great view. The large windows that afford the great view could use some type of treatment to help with both the sunlight and acoustics. The Kachel Center serves a number of purposes well, including its primary role as a dance studio.

Fiscal Resources

While recognizing that every unit would benefit from a larger budget, evaluate the general adequacy of fiscal resources allocated to the unit to serve its constituencies and achieve other programmatic goals by assigning a number between "1" (completely inadequate) to "9" (completely satisfies needs).

5 1-9

In a paragraph or two, discuss why you've assigned the score you have. Include, in particular, a discussion of unique strengths as well as important needs not being met or opportunities not being explored because of limitations.

The auditorium receives only about 7% of its operating budget from state 102 funds, thus it is hard to evaluate this area as requested. It would be helpful though if the state were to support more of the administrative salary costs. Many of the technical/associate director's and the audience services director's hours are employed serving student and faculty users and sponsored users. Thus, I believe this justifies additional state funding of these positions.

The auditorium is grateful for the in-kind support that it receives from the state in the areas of maintenance, insurance and utilities, approximately 20% of our annual budget.

4. In a paragraph or two, overview significant changes made in your unit since 1996 (i.e., the last North Central Association Accreditation Visit). (e.g., re-organized, key staff changes, change in purposes, etc.)

I have served as director of the Auditorium since August 2003. The key staff change since 1996 was in the area of director. The founding director, Lorraine Gross stepped down in 1998, David Nees, our current associate and technical director, served as interim director for two years, Randy Mayes then served for less than two years, then Dean Heyer served as interim director until I was hired. The other area where we have had key staff changes is development. The first position in this area was established by the College of Arts and Communication in 2001, with the individual serving both the auditorium and the college. Mark Barbeau was the first person to fill the position and he held it for one year. While the search was conducted Meagan Matthews was the interim director for one year. Donna Calvin was hired July 2003 and served for one year. In 1997 the audience services position was expanded to full-time. In 1997a program assistant position was added.

The other major change occurred in 1999 when the Young Auditorium became part of the College of Arts and Communication and was no longer affiliated with Student Affairs.

In another paragraph or two, describe why these changes occurred.

In the area of staff changes, the founding director contracted a terminal disease. I believe the reason for the two year interim was the result of having to extend the search. I further understand that my predecessor was not the best fit for the position. The dean then served as the interim director until I was hired. I believe I am a good fit for the position.

The expansion of the audience services position to full-time and the addition of the program assistant were warranted by the increase in the programming as well as the increase of internal and external users.

I believe the difficulty with the development position was simply that it served too many areas. This compelled me to create our new position which will solely serve the auditorium. We are currently conducting the search.

I believe the change regarding the responsibility of the auditorium was the result of the dean of the college of arts and communication desire to incorporate the venue into the college.

MISSION & PLANNING

5. In a paragraph or two, describing any significant projects/initiatives that your unit is planning or currently has underway, but has not yet completed.

As mentioned we are currently conducting a search for our newly created position of director of development.

The auditorium has established a relationship with the chamber ensemble, Present Music (from Milwaukee). They will be coming to campus this season for a one day residency and we plan on bringing them annually as part of both the Bramblett Chamber Music Series and the

Horizons school matinee series. We intend to expand the relationship next season to a two day residency which will include off-campus workshops offered to the regional elementary, middle and high schools. We hope to expand the program further as the interest and demand warrants.

We are developing the forty to fifty year old demographic. This season we are presenting acts such as Arlo Guthrie, Kathy Mattea and the touring Broadway production of Fosse. We plan on continuing to develop this market presenting similar acts in the future.

6. Below are five “core values” the University identifies as central to its purposes and operation. Please evaluate the importance of each core value in terms of how each aligns with the purposes of your unit (i.e., take a hypothetical 100 points and distribute them among the five values, with those values that align more closely to the purposes of your unit receiving more points).

Core Value	Importance (100 points)
Commitment to the pursuit of knowledge and understanding	20
Development of the individual	20
Personal and professional integrity	15
Commitment to serve	20
Commitment to develop a sense of community, respect for diversity, and global perspectives	25
Total=	100 points

7. Each and every academic and non-academic unit engages in planning for the future. Review the list of variables below and evaluate the extent to which each of the following influences decision-making behind the planning process for your unit (i.e., take a hypothetical 100 points and distribute them among the planning variables listed below, with those variables playing the larger role in your unit’s planning efforts receiving more points)

Planning Variables	Importance (100 points)
The mission of the university or the unit	20
Academic assessment data/information relevant to student performance against learning outcomes	0
Other data/information gathered relevant to performance (e.g., Audit & Review feedback)	15
Societal/Cultural trends (e.g., changes in demographics, lifestyles, professions)	10
Campus trends (e.g., changes in university-initiated needs and demands)	10
Technology trends (e.g., technology developments that affect delivery of service)	5
Professional trends (e.g., changes evident at other universities/colleges)	5
Available human resources (e.g., # of employees, talents, etc.) within the unit	10
Available financial resources (e.g., budget, available and accessible \$)	15
Available physical resources (e.g., space, existing technology, etc.)	10
Other:	
Total=	100 points

8. Does your unit have a mission statement?
Yes

If you answered "yes," please list the mission statement here. or, if your mission statement can be accessed on the web, please list the URL here.

"The mission of the Irvin L. Young Auditorium at the UW-Whitewater is to serve as a major regional cultural and educational center; to be a resource for professional performing arts; and to enrich the lives of the citizens of this area.

The Irvin L. Young Auditorium will provide a high quality, professional environment for all facility users in which to experience a wide variety of events, including the best in professional performing arts groups, Continuing Education offerings, lecture presentations, student performing arts activities, conference and community functions. Auditorium professional staff will strive to maintain a professional atmosphere conducive to successful activities for all users. The complex will provide an arena for outreach between the university and community at large.

The Irvin L. Young Auditorium will be accessible and serve all segments of this varied community from elementary students through senior citizens, including those who are physically challenged, developmentally disabled, and economically distressed."

If you answered "yes," please describe how, if at all, this mission statement plays a role in your unit's planning and/or decision-making.

The mission statement directly influences how the venue is run and the programming that is presented.

OPERATION AND PERFORMANCE

9. What are the major or measurable objectives of the unit?

The measurable objectives of the Auditorium are outlined in the mission of the Irvin L. Young Auditorium is expressed as follows:

"The mission of the Irvin L. Young Auditorium at the UW-Whitewater is to serve as a major regional cultural and educational center; to be a resource for professional performing arts; and to enrich the lives of the citizens of this area.

The Irvin L. Young Auditorium will provide a high quality, professional environment for all facility users in which to experience a wide variety of events, including the best in professional performing arts groups, Continuing Education offerings, lecture presentations, student performing arts activities, conference and community functions. Auditorium professional staff will strive to maintain a professional atmosphere conducive to successful activities for all users. The complex will provide an arena for outreach between the university and community at large.

The Irvin L. Young Auditorium will be accessible and serve all segments of this varied community from elementary students through senior citizens, including those who are physically challenged, developmentally disabled, and economically distressed."

Cultural Affairs, Horizons, the Bramblett Chamber Series, and ILY Presents, the programming arms of the auditorium strive to support the Young Auditorium's mission statement by specifically

featuring diverse programming that presents many facets of performing arts and highlights many different cultures. Programming will reflect a commitment to artistic excellence, enhancement of student life, and community cultural growth. Supporting the best regional, national, and international artists and providing the highest quality programming available within the allotted budget remains the paramount goal of our presenting programs, around which all other ambitions revolve.

10. What outcome measures (i.e., data, information) provide evidence that your unit’s objectives are being met?

The success of the auditorium in reaching its objectives can be measured to a large degree by the statistics relating to its activities, including numbers of students and community members who attend events (see table 1), revenue from the events and related activities (see table 2), and funds raised in support of the activities (see table 3). The latter offers an indicator of community support for university relations and fundraising outside of the arts.

TABLE # 1

Horizons Family Series 2003–2004	
Total Attendees	2,663
Number of Evening Performances	5
Horizons Matinee Series 2003–2004	
Total Attendees	25,237
Number of Matinee Performances	25
Other-User Sponsored Events 2003-2004	
Other-User Total Attendance in YA	55,427
Other-User Days in ILY Auditorium	81
Total Attendees Served 2003-04	
Total Attendees All YA Events	50,474
Other Users	55,427
Total	105,901
UW-W Student Attendance 2003-2004	
Number of Students	6,529
Kachel Center & Terrace Use 2003-04	
Kachel Center Activities	785
Young Terrace Activities	87

TABLE # 2

Program Income/Revenue	2003-04
Cultural Affairs	\$170,707
Horizons: Matinee	\$117,515
Horizons: Evening	\$ 15,368
Cont. Issues Forum	\$ 7,888
<i>ILY Presents</i>	\$192,140
YA Dinners	\$ 11,755
Totals	\$515,373

TABLE # 3
External funding 2003-2004

Program Ad Sales	\$ 14,541
Friends Donations	\$ 23,723
PAN Grant	\$ 11,063
Heartland Arts	\$ 5,000
Target Grant	\$ 2,000
Kiwanis	<u>\$ 250</u>
Total	\$ 56,577

11. Related to question #10, does the unit regularly collect data/information to evaluate how effectively it serves its constituency(ies)? (This might include surveys of constituencies.)

Yes

If "yes," please list specific data/information sets that the UW-W Self-Study Committees, and/or the Higher Learning Commission's Visiting Accreditation Team can access to review/consult.

- We have annual statistics available that thoroughly cover all of the areas reported in tables 1-3 in question number 10. In addition we have annual detailed demographic statistics of our attendees and annual statistics on our volunteers, audience surveys, and teacher's surveys. We also have detailed event summaries for the respective seasons as well as our annual budgets.

12. In a paragraph or two, describe specific changes to the unit's operation or planning, if any, have resulted from the collection and use of the data/information identified in the preceding questions. Please be specific.

The information gathered is critical to determining our annual programming. The data allows me to see what types of programming have been successful historically and what audiences

have been served. As I move forward with my programming for a new season this data is very helpful.

The event summaries and budgets allow me to see what is and what is not profitable, allowing us to become more efficient. These statistics also afford the opportunity to become fiscally and programmatically creative. As a result of becoming more efficient we were able to generate the funding for our new director of development position. In the area of programming, I am able to book enough events that I believe will be successful to support new programming that will hopefully challenge our constituents and expand our audience base.

13. Please provide a list of services, if any, that your unit provides for constituencies that are external to the university.

All of the Cultural Affairs, Horizons, the Bramblett Chamber Series, and ILY Presents programs are available to external constituents.

All of the facilities within the building are available to external constituents.

14. Please list any partnerships your unit has developed with the community (external to the campus, at the local, national, or global-level).

- The Auditorium is a member of the Wisconsin Presenters Network and the Association of Performing Arts Presenters
- Through the Horizons school matinee series we have established partnerships with schools that frequently attend our programming.
- Through the Bramblett Chamber Music Series we have established a partnership with the chamber ensemble Present Music

STUDENT LEARNING (COMPLETE THIS SECTION ONLY IF YOUR UNIT HAS AS PART OF ITS MISSION OR PURPOSES THE DEVELOPMENT OF STUDENTS)

15. If your unit serves students as its primary constituency, does the unit have learning or development-related objectives relevant to its work with students? That is, does your unit expect that students will acquire certain knowledge or skill sets as a direct result of working with your unit or its programming?

Yes No

If "yes," please list these outcomes/objectives.

-
-
-
-

Concerns

19. List and prioritize no more than three primary concerns that have emerged in your unit's efforts to meet its mission, goals, or objectives. To identify these concerns, you may wish to consider: What could be improved? What is done poorly? What do we, as a unit, avoid doing, even though we know it's important?

After identifying each concern, specify supporting evidence that suggests that the statement is true. This may include data/information gathered relevant to unit performance, trend data, information gathered from audits or external agencies visit, etc.

Finally, identify one or more recommended actions to address the area of concern. This may include actions that your unit has already begun, actions being planned, or preliminary thinking about how to address the area of concern.

1. Specific Concern: Need of contributed income
 - Supporting Evidence: The auditorium raised \$56,500 through its Friends program, corporate sponsorship and grants in 2003-2004. From my experience we should be able to increase this amount. At my previous venue in Keene, NH where we presented a similar season in a slightly larger market and we raised over \$200,000 through our corporate sponsorship and membership programs alone.
 - Recommended Actions: Hire a director of development. We recently received approval and we are currently conducting a search for a director of development
2. Specific Concern: The quality of the auditorium's sound system and acoustics
 - Supporting Evidence: The sound system is inadequate, is over 10 years old and is out of date, we regularly have to subcontract sound to meet the artists' needs. When the auditorium was built design changes were made in the acoustics of the auditorium in order to meet the budget. Audience complaints regarding the quality of the sound.
 - Recommended Actions: To purchase a new sound system and to have an acoustical assessment of the auditorium and the recommended treatment completed. Hopefully, a combination of state and college funds supplemented by the efforts of our new director of development we can make these much needed improvements.
3. Specific Concern: The need for additional personnel
 - Supporting Evidence: In order to maintain and continue to develop the Horizons program that we have established we are in need of a coordinator of education and outreach. This need is supported when venues with similar programs are surveyed. In order to maintain the quality and hopefully expand our programming and our market base we need additional personnel to assist our director of marketing, audience services coordinator and our technical director. This need is also supported when venues with similar programs are surveyed.

- Recommended Actions: **Hopefully a combination of state and college funds supplemented by the efforts of our new director of development will enable us to create these needed positions and make these new hires.**