I. UNIT: Bologna Performing Arts Center (BPAC)
Unit Administrator: David Dallas

**Mission:**
To serve as a regional performing arts center presenting cultural activities to people of all ages in the Delta State University community and the Mississippi Delta region; and to bring together artists and audiences to celebrate the arts; to enrich the cultural life of the Delta, to educate and deepen the appreciation of the arts.

The BPAC is the region’s most visible and dynamic arts institution and an integral part of Delta State University's efforts to support the arts through the preservation and enhancement of the arts throughout the region.

**Information (2004-2005):**

- **Full-time employees**
  - Executive Director
  - Administrative Assistant
  - Arts Education Director
  - Arts Education Assistant
  - Arts Education Assistant to the Director
  - Marketing Director
  - Technical Director
  - Assistant Technical Director

- **Part-time employees**
  - Two technical stage assistants
  - Box Office Manager
  - Graduate Assistant for public relations/audience services
  - 19 SRE/student workers

**Personnel Activity**
- Terminated the position of Assistant to the Marketing Director
- Hired David Dallas as full-time Executive Director to start August 1, 2004
- Hired Yancy Cooper as a part-time Graduate Assistant for Audience Services and Public Relations Coordinator

II. **Expectations**

For the 2004-2005 Season, the Bologna Performing Arts Center has established the following goals:

- Increase funding through Annual Membership Campaign.
- Increase in contributions and gifts to the Bologna Performing Arts Center Endowment.
- Encourage more faculty, staff, and student participation in events for the 2004-2005 Main Stage season.
- Increase average attendance levels for Main Stage events.
Limit the 2005-2006 Main Stage season to no more than 10 events.

Identify more diverse, higher quality Main Stage events for 2005-2006.

Better coordinate Main Stage events with University calendar.

Increase recognition of BPAC throughout the state as the leading presenter of professional events.

Create a plan to expand our market base into Lake Village/Helena, the Northern Delta, including Desoto County, and east to Grenada, MS.

Establish a fair and effective way to generate revenue through rental of both the Main Stage and Recital Hall in order to ensure the BPAC can support its budget.

Determine ways to better secure equipment and facilities.

Increase the visibility and highlight the impact the Mississippi Summer Arts Institute as part of recruitment for the 2005 program.

Results of expectations set forth in the Annual Report 2002-2003, written January 28, 2004 are provided in Section V of this document.

III. Assessment

The newly named Executive Director will continue to utilize Advisory Board information, Box Office Reports, audience surveys, one-on-one meetings with individual staff, and database information to summarize and evaluate activities of BPAC, to assess current goals, and establish directives and goals for the following season.

In addition, the Executive Director will explore options for surveying Arts Ambassadors, corporate and media sponsors, Annual Members, and Endowment contributors in the upcoming year in order to strengthen the BPAC’s overall approach to assessment.

IV. Analysis of 2003-2004

19 main stage season performances 11,415 participants

Arts Education programming
  11 School matinee performances 9,753 participants

Summer Arts programs:
  Creative Artist Theatre Series 15 participants
  Core Arts Series 120 participants
  Broadway Series 17 participants
  Summer Arts plus 82 participants
  Kossmans Arts Endowment 92 participants

Summary:
  2003-2004 Main Stage events had an average attendance of 600.
  (2002-2003 Main Stage events average - 882)
407 overall events were presented last season both the Delta Pine Land Theatre and the Recital Hall - (Recital Hall events include Music Department classes and rehearsals). This event total is up from the previous year and up significantly from FY2000-01 when BPAC hosted only 170 events.

All University sponsored events are offered at no cost for rental of the Main Stage or Recital Hall stage. In addition, production costs and support are often waived.

Mississippi Summer Arts Institute 2004, detail

2004 saw an increased enrollment and better representation from throughout the state in the Janice Wyatt Summer Arts Institute.

The Broadway musical theatre production of Grease saw our largest Broadway Series audience ever. The Creative Artist Residency program, Creative Arts Movement was well received and five of our regional performers were selected by the visiting artists to travel to San Francisco, CA, to perform in 2004 Choreography Showcase.

MSAI has received a $20,000 for scholarships from King’s Daughter’s Hospital based on merit and need and Mississippi Arts Commission grant to support programming for $4,850.

Marketing, Public Relations and Audience Development

Prior to the start of the current season, Marketing has addressed budgeting concerns through the development of a targeted per-show marketing plan;

Ended the concessions program established last season after determining that little additional revenue was generated;

Developed fair and uniformed trade agreements with media sponsors;

Continues to work closely with the Chamber of Commerce and the Cleveland Tourism Department to promote Cleveland and the BPAC;

Continues to handle graphic design in house to save on design fees.

V. Results of Expectations for 2003-2004

Develop more long-term strategic advertising campaigns.

Results: A long-term advertising campaign for the BPAC was started in 2003-2004, but has not been finalized.

Develop less expensive marketing materials sized appropriately so they can be direct mailed at a much cheaper cost.

Result: Less expensive materials were developed for the Annual Membership mailing.

Negotiate more and larger trade agreements with regional media to expand regional coverage at low cost.

Result: More trade agreements were negotiated. Final agreements, however, were not large enough to cover overspending in 2003-2004 advertising budget.

Implement box office software that will allow online sales. This will allow patrons to purchase tickets 24 hours a day, as well as a marketing database.

Result: Online sales are not available. Software was purchased. Online sales would require a $2.00 fee to pay for each ticket purchased.
Create a new BPAC website that is user-friendly with online seating charts, marketing surveys, maps, and critical information.

**Result:** The website contains online seating charts and marketing surveys to be re-evaluated. The website does include maps and information.

Produce printed material to be placed in visitor's centers and other tourist locations throughout the state.

**Result:** Printed materials are now available in tourist locations as well as various shops and restaurants throughout Cleveland and surrounding communities, Greenwood, Greenville, and Indianola.

These printed materials will include maps, hotel and restaurant guides, shopping, and points of interest in Cleveland.

**Result:** Materials include maps, but not hotel or restaurant guides due to printing expense.

Expand corporate partnerships for MSAI to companies across the state as opposed to only those in the Delta to match the statewide reach of the institute.

**Result:** In-kind contributions were received from a number (14) of local Corporate Sponsors. State wide corporate sponsors were not targeted of MSAI.

Send final report to all Corporate Sponsors identifying the use of their sponsorship funds complete with copies of advertisements and other printed material with their logos in order to seek renewal at current or higher level.

**Result:** Reports were not sent to Corporate Sponsors following the 2003-2004 Season.

Work with BPAC Advisory Board to increase Annual Membership Campaign

**Result:** Advisory Board agreed to send out a separate letter in support of the Annual Membership Campaign. However, no letter was sent.

Work with BPAC Advisory Board to increase size of the board as well as well as representation from surrounding cities, particularly Greenville and Greenwood.

**Result:** Greenville representation was strengthened in 2003-2004. Greenwood is not represented on the board.

Continue to provide annual professional development opportunities for staff.

**Result:** The following staff participated in programs designed for their professional development.

1. **Brian McClure** attended the Performing Arts Exchange Presenter Conference - Charlotte, NC; Association of Performing Arts Presenters Conference - New York City, NY; Mississippi Arts Commission Retreat - Canton, MS, Mississippi Center For Non-Profits - Jackson, MS
2. **Yancy Cooper** attended Mississippi Center For Non-Profits - Jackson, MS
3. **Paula Lindsey** attended the Association of Performing Arts Presenters Conference - New York City, NY and completed Paralegal Certification - Delta State University (May 2004)
4. **Bill Horton** attended
5. **Donovan Phillips** attended
6. **Johnny Kimbrough** attended MS Arts Commission Retreat - Canton, MS; Philadelphia Performing Arts Convention - Philadelphia, PN
7. **Kim Broadwater** attended

Develop a student arts management council affiliated with BPAC to provide students with volunteer and work experience at BPAC as well as providing programming input.

**Result:** A student arts management council was not created.
Develop a way to take some of the most deserving arts management council students each year to regional and/or national conferences as opportunities and funding permits.

**Result:** 5 students participated in regional and national arts programming conferences.

When negotiating season events, work to have as many master classes, workshops and educational activities added free of charge as part of the condition for performing at BPAC. Share those activities with the Music, Languages and Literature Departments and other appropriate campus units.

**Result:** During negotiations for the 2004-2005 Season, workshops and master classes have been developed in conjunction with 2 Mainstage events and 5 School Matinee presentations. Those activities are being provided for Language and Literature, the Music, Political Science, and Education Departments.