Non-Instructional Program Review and Planning

OVERVIEW OF PROGRAM REVIEW AND PLANNING FOR NON-INSTRUCTIONAL AREAS

Program Review is a self-study of your unit. For non-instructional program review, the definition of what is a unit varies based upon your division. A unit may be a department (e.g., Information Services, Institutional Research and Planning, Financial Aid), a program (e.g., EOPS, TRIO), or a division (Human Resource Services). The Vice Presidents for each division have identified/defined the units that will complete the review cycle.

Regardless of whether your unit is a program, department, or division, program review is about documenting the plans you have for improving Institutional Effectiveness in your area and sharing that information with the college community. Through the review of and reflection on key elements, program review and planning identifies program strengths as well as strategies necessary to improve the operation of your area. With that in mind, please answer the following questions:

We are using the Strengths, Opportunities, Aspirations, Results (SOAR) strategic planning technique to help us focus on our current strengths and opportunities, create a vision of future aspirations, and consider the results of this approach.

BASIC UNIT INFORMATION

Academic Year
2018-2019

Division Name
Arts, Media and Business Administration

Unit Name
KKSM

Name Person Responsible for the Program/Unit
James Odom

Please list all participants in this Program Review:

Name	Position
James Odom	Manager, Educational Television and KKSM Radio Operations
Zeb Navarro	Manager, Radio Station

Website address for your program or unit
https://www2.palomar.edu/pages/kksm/

Program/Unit Mission Statement

(click here for information on how to create a mission statement)

What is your Program/Unit's mission statement?
The mission of KKSM Radio is to serve Digital Broadcast Arts students and the Palomar College community by providing a working FCC-licensed radio station that advances broadcast education, music

discovery, and cultural literacy. Students learn broadcast skills that enhances their career and technical training, exposes them to different career options, and prepares them for their educational and professional goals. The surrounding community benefits through student productions which focus on local issues and provides an outlet for the local creative arts community.

Describe how your mission aligns with and contributes to the College's Vision and Mission.
KKSM's mission aligns with Palomar College's mission statement through its purpose of education, enhancing career and technical skills, and cultivating an environment of inquiry through learning and discovery of new music. Because we serve both students and the surrounding community, we also provide cultural enrichment through our student-produced programming which also aligns with Palomar College's mission of cultural literacy.

Program/Unit Description

Staffing

Total Number of Full-time Staff
2

Total Number of Permanent Part-time Staff
0

Number of Classified Staff
0

FTE of Permanent Part-time Staff
0

Number of CAST Staff
1

FTEF of Part-time Faculty
0

Number of Administrators
1

Number of Full-time Faculty
0

What additional temporary hourly or contract staff support this unit and/or department?
Bill Lipis is our contract broadcast engineer and we also have two volunteers who assist with live audio engineering (Lydia Arguello and Mikayla Zelno)

As part of this PRP cycle, Human Resource Services has sent organizational charts to all non-instructional units. Please review the charts and make any needed changes. You have three options to submit your organizational chart:

1. Upload the document (under 5 MB)

2. Provide URL to document.

3. If you cannot create an organizational chart, or did not receive one from Human Resource Services, list the positions in your unit showing reporting relationships (e.g., Manager Facilities with the following direct reports, Supervisor Position A, Supervisor Position B, Supervisor Position C; Supervisor Position A with direct reports, Position A, Position B, Position C)

How will you submit your organizational chart?
Describe Organizational Structure

Describe your organizational structure
Radio Station Manager Zeb Navarro reports to James Odom, Manager, Educational Television and KKSM

Radio Operations. Mr. Odom reports directly to Arts, Media, and Business Administration Dean Justin Smiley.

Program/Unit Description

Who utilizes your services?
Palomar College students utilize our services either as enrolled students in the Digital Broadcast Arts program or as listeners. We also provide promotional support for the Marketing and Communications Offices and Instruction Office through promotion of classes, programs, and services. The surrounding community also utilizes our services through listening to our broadcast over the radio and Internet.

What services does your program/unit provide (Describe your program/unit)?
We provide a classroom lab for students in the Digital Broadcast Arts program which is a federally-licensed facility with a terrestrial radio signal. KKSM also provides music, entertainment, and news on our AM, cable, Internet, and smartphone broadcast feeds.

PROGRAM/UNIT ASSESSMENT

Service Area Outcomes

Service Area Outcome 1

Describe this Service Area Outcome
Radio Operations Training: KKSM staff is consistently successful in assisting the Digital Broadcast Arts program in training
students to produce professional radio broadcasting programs.

When was this SAO last assessed?
This SAO is assessed at the end of every semester. The last assessment was December 2018 at the end of the Fall semester.

What did you learn from the last assessment?
The programs that our students produced garnered several Golden Microphone nominations with the Intercollegiate Broadcasting System, with comments given at the award ceremony on the level of professionalism and creativity our students have in their programs.

Are there improvements you have implemented or plan to implement as a result of this SAO Assessment? If so, please describe.
Station management plans to implement more multimedia and social media training for our students to help expand beyond a traditional broadcast and add supplemental content to enhance their shows and increase audience participation. This is a trend in the commercial broadcast industry that we hope to get our student staff ready for.

Service Area Outcome 2

Describe this Service Area Outcome
Radio Station Operation: KKSM staff consistently operates Palomar College's AM radio station to meet the needs of students,
follow campus guidelines, adhere to FCC regulations, and align itself with the college's mission.

When was this SAO last assessed?
This SAO was last assessed in January 2019

What did you learn from the last assessment?

New FCC rules and regulations have impacted KKSM's operations and station management has done their best to be in compliance with these guidelines. Working with our station attorney we have met all new requirements to be in compliance. Because more changes in FCC rules and regulations are being discussed at the federal level, station management will continue to monitor all FCC proceedings.

Are there improvements you have implemented or plan to implement as a result of this SAO Assessment? If so, please describe.
Yes, we plan on conducting more self inspections and participate in 360-feedback with station staff. This new addition to our assessment will provide station management with feedback on student's perceptions and satisfaction regarding station operations and will help in the creation of metrics for proper assessment.

Other Assessment Data

List all other quantitative and/or qualitative measures you use to track, monitor, and/or evaluate the effectiveness of your program/Unit:

Quantitative Data

Measure	2015	2016	2017	2018	Definition/Description of Measure

Are there any comments or notes about this quantitative data?
No quantitative data was generated

Qualitative Data

Describe any qualitative measures you use and summarize the results.
No qualitative data was generated

What improvements have you implemented or plan to implement as a result of your assessment of quantitative and/or qualitative data described above.
Station management is in the process of developing quantitative and qualitative metrics for proper SAO assessment through the use of 360-feedback with station staff.

Achievements and Other Relevant Information
Achievements

Describe Achievement

KKSM received 18 finalist awards at the 2019 Intercollegiate Broadcasting System Golden Microphone Awards ceremony in New York City. We have been named one of the top college radio stations at this ceremony year after year. Student Jennesh Agagas won for "Best Community Outreach Event" for the Palomar College Law Enforcement Outreach Event. This was a collaborative effort between KKSM and the Palomar College Police Department.

Station Manager Zeb Navarro traveled to Washington D.C. to meet with FCC Chair Ajit Pai and the U.S. Copyright Board to lobby for college radio and to discuss sustainable copyright fees for college radio stations. The trip resulted in bipartisan support for college radio and a lower fee for college radio stations to pay for online streaming services.

KKSM was named the West Coast headquarters for World College Radio Day. World College Radio Day is a day where all college radio stations come together to celebrate college radio and its unique format and springboard for many famous personalities. KKSM coordinated with college radio stations all over California, Washington, Oregon, Nevada, and Arizona for the event. In addition KKSM co-produced a documentary that aired on all college radio stations about college radio which featured such guests as former Vice President Joe Biden, Joan Jett, Dr. Demento, Ed Asner, and Tommy James.

Describe any recent changes in legislation, policies, procedures, processes, and/or technology (software and hardware) that have impacted or will impact your program/unit? What effect will these changes have on your program/unit?
There has been some discussion about "digital AM" in the broadcast industry and station management is researching this as it might affect our terrestrial signal. Our current computer automation system is over five years old and will soon need replacing. This will be a significant financial impact as a new system will cost an estimated $25,000. Our current system of recording audio onto CD-Rs will need to be changed as technology has improved to the point where CD-Rs are no longer needed. This will impact our operations as we transition to newer technology.

In addition to (or in response to) the changes listed above, what in-house policies, procedures, and processes need to be updated, created, or deleted?
Our social media policy needs to be updated as new challenges and platforms have made our current procedure obsolete and in need of fine tuning. We will also be adding more training for social media and multimedia with our staff.

PROGRAM/UNIT EVALUATION AND THREE YEAR PLANNING

Program Evaluation and Planning is completed in two steps.

Section 1: Overall Evaluation of Program

Reflect on your program/unit, the results of your assessments in Part 2 above, and y**o**ur vision for the future. Then, working together answer the following questions. Summarize your answers in the grid below.

1. What are our greatest strengths?

2. What are our best opportunities?

3. What is our preferred future, what do we aspire to do?

4. What are the measurable results that will tell us we've achieved that vision of the future?

Section 2: Establish Goals and Strategies for the Next Three Years

Once you have completed your overall evaluation, identify a set of goals and strategies for accomplishing your goals for this upcoming three year planning cycle. Use the template in Section 2 below to document your goals, strategies, and timelines for completion.

Overall Evaluation of Program

Discuss your Program's/Unit's Strengths, Opportunities, Aspirations, and Results (SOAR) and summarize your discussion below.

Strengths
One of our greatest strengths is our history of developing strong talent that can be heard on radio stations

in San Diego and elsewhere. Another strength is our FCC license which demonstrates our professionalism and dedication in ensuring that KKSM is compliant with all federal regulations.

Opportunities
There are many opportunities for KKSM including exploring the field of podcasting and social media. The DBA135 class is taught by the station manager and has begun to incorporate these two subjects into the curriculum. Another opportunity is reaching more listeners via the TuneIn smartphone application.

Aspirations
KKSM aspires to increase its staff in the coming year. Declining enrollment in the beginning radio class has made it difficult to recruit students to KKSM. We also aspire to bring back live band performances in the coming year. Our previous host decided to end his show and we are in search of another host.

Results
Some of the measurable results would be the level of student staffing. Currently we have a total of 22 student staff members, we would like to increase this number to at least 35 student staff members to provide us full coverage for our schedule and to help out with behind-the-scenes task at KKSM. Increasing the number of student staff will help station management in mentoring and cultivating talent to host a live band performance show.

Program Goals

In the previous sections, you identified opportunities for improvement. Using these opportunities, develop 3-year [SMART goals](#) for your department. Goals should be Specific, Measurable, Attainable, Relevant, Time-Specific. Ensure your goals align with the mission of your department and/or [the College's strategic plan](#).

Please list all discipline goals for this three-year planning cycle. [Click here for previous PRPs and goal information.](#)

Goals

Goal 1

Brief Description
Increase multimedia presence via social media and the web

Is this a new or existing goal?
Existing

Goal Status
Ongoing

How will you complete this goal?
KKSM is continuously finding ways to increase our presence on social media and the web. Our initial efforts increased our presence but recent efforts were marred by technical issues. We hope to increase our presence through experimenting with more Facebook Live streams throughout the year.

Timeline for Implementation
We hope to begin our Facebook Live streams during the Summer 2019 semester when we have more events to stream online.

Outcome(s) expected (qualitative/quantitative)
The ideal outcome is to increase our online presence through an increase in "likes" and an increase in viewers watching and sharing the content we create.

Describe the resources (human, technology, equipment, etc) you will need or will assign to implement this goal.
For our off-campus broadcasts, KKSM uses personal smartphones to live stream. In-studio live streaming would require a reliable WiFi connection and possible a camera to capture the video.

Of the resources described above, which ones are reallocated and which ones are new or needed?
KKSM would need a camera or webcam that can film in-studio events.

How does this goal align with your department mission statement, the college strategic plan, and Guided Pathways?
This goal supports our mission statement by enhancing the skills of our students. Multimedia and social media has become a large part of the broadcast industry and our students will have employable skills through learning about live streaming events.

Expected Goal Completion Date
12/31/2019

Goal 2

Brief Description
Work with the Media Studies Department to increase enrollment for the DBA130 Radio Production classes.

Is this a new or existing goal?	**Goal Status**
Existing	Ongoing

How will you complete this goal?
KKSM has held an open house for the Media Studies Department to increase awareness of the academic radio program and opportunities at KKSM. Social media and appearances at on and off campus events also serves as a way to promote the academic program.

Timeline for Implementation
This is an ongoing goal and because the beginning radio production class is only offered in the spring semester, we will increase our efforts near the enrollment date for students.

Outcome(s) expected (qualitative/quantitative)
We hope to increase the number of students enrolled in the beginning radio class. Currently the class is always low enrolled until a few days before the start of the semester. This places the class in jeopardy of being cancelled. Through increased efforts we hope to fill this class weeks before the semester begins.

Describe the resources (human, technology, equipment, etc) you will need or will assign to implement this goal.
KKSM would use our own resources including staff and equipment to promote the class at on and off campus events but we will also utilize staff for social media posts to increase awareness of the classes.

Of the resources described above, which ones are reallocated and which ones are new or needed?
Reallocated resources would be equipment and staff. No new resources are needed.

How does this goal align with your department mission statement, the college strategic plan, and Guided Pathways?

KKSM's mission is to help train and educate students for their academic and professional goals whether they seek a career in radio or another field. The beginning radio class serves as a start to getting on air at KKSM where we can train and educate students for a career in radio broadcasting.

Expected Goal Completion Date
12/31/2019

Goal 3

Brief Description
Establishing protocols and processes for bringing live bands to KKSM

Is this a new or existing goal?	**Goal Status**
Existing	Completed

How will you complete this goal?
This goal has been completed. During the last year we have refined and developed our protocols for bringing in live bands including establishing a packet for bands which includes directions to the campus, a code of conduct, and a list of available equipment we have. Our live audio engineers also worked with the bands to develop a set up for the sound stage.

Timeline for Implementation
Completed.

Outcome(s) expected (qualitative/quantitative)
Protocols and processes were established.

Describe the resources (human, technology, equipment, etc) you will need or will assign to implement this goal.
Goal completed.

Of the resources described above, which ones are reallocated and which ones are new or needed?
Goal completed.

How does this goal align with your department mission statement, the college strategic plan, and Guided Pathways?
This goal helped us attract bigger name bands from various musical genres to perform on KKSM which helped in our mission of cultural discovery and musical literacy.

Expected Goal Completion Date
1/21/2019

Goal 4

Brief Description
Increase donations to KKSM's Foundation Account

Is this a new or existing goal?
New

How will you complete this goal?
KKSM has held on-air pledge drives for the past two years on College Radio Day, a day where all college

radio stations celebrate the college radio format. These pledge drives have helped in increasing donations to KKSM's Foundation account which helps in our operations and in scholarships.

Timeline for Implementation
College Radio Day is held in October and KKSM will be promoting the pledge drive in the months leading up to College Radio Day. Our first month of implementation will be in August and will increase leading up to College Radio Day. After College Radio Day we will produce on-air mentions about donating to KKSM to increase awareness of our Foundation account.

Outcome(s) expected (qualitative/quantitative)
Increase donations to the KKSM Foundation account.

Describe the resources (human, technology, equipment, etc) you will need or will assign to implement this goal.
Staff will be required to promote our Foundation account and to help on College Radio Day.

Of the resources described above, which ones are reallocated and which ones are new or needed?
Student staff is reallocated but this is considered part of their duties at KKSM. No new resources are needed.

How does this goal align with your department mission statement, the college strategic plan, and Guided Pathways?
Increasing our donations will help in not only the operations of KKSM but also in the scholarships our Foundation account grants to students in the Digital Broadcast Arts program. Scholarships help students in continuing their education and using Foundation funds for purchases helps us continue to operate which advances our mission of training and education students.

Expected Goal Completion Date
12/31/2019

How do your goals align with the College's value of diversity?
Increasing student enrollment will help us reach a wider student population who will enroll in our classes. This will increase diversity in our beginning radio class which will result in a more diverse student staff at KKSM.

RESOURCES

Staffing Needs

If you have a staffing need, Identify if the staffing need is to replace a position of if the need represents a new position. Further explanation /prioritize. How does it align with North and South Centers/ Define what it is you need staff to do.

Are you requesting additional personnel?
No

Technology, Equipment and Other Needs

Do you have funding requests?
Yes

Requests

Item 1

Name of Item Requested
Denon DN700R digital recorder (3)

Amount of funding requested
2,000.00

Will you accept partial funding?
Yes

Detailed description of item requested
The Denon DN700R digital recorders will replace our current recorders which are CD recorders. Because CD-Rs are becoming difficult to find in stores and the industry has moved to digital recordings, KKSM must meet this new shift in technology to help our students train for the current needs of the broadcast industry. This recorder will allow for digital recording directly onto a student's USB drive instead of the current way which is to record directly onto a CD.

Please upload a copy of the quote, if available.
Denon_cart.pdf

Which goal/strategy in your three-year plan does this resource request support?
This supports Goal #1 as we can now use a USB drive to upload audio files onto the web instead of having to use a slower way with CDs. This will also allow us to upload files to our system in promoting our social media and classes by directly using a USB instead of uploading from a CD.

Budget Category
Equipment (acct 600010 and per unit cost is >$500)

Strategic Plan 2019 Objective
2.4: Implement user-friendly technology tools
1.2: Encourage and promote innovative instructional and student support practices and strategies focused on strengthening teaching and learning.

Will this possibly impact our technology infrastructure in any of the following ways? (impacts network, other technology products, Peoplesoft, cabling, needs physical space)
No

Will this possibly impact Facilities? (For example: Is more space needed? More storage? Need water/electrical?)
No