All Fields Report

Program Overview

Program	KCRW
Does this program have a CTE component?	Yes
Academic Year	2015/2016
Review Period	6 Year
Service Areas	

Program Description and Goals

This section addresses the big picture. Prompts should help you describe your program and goals and the relationship to the institutional mission, vision and goals, and how the program is funded.

1. Describe the program and/or service area under review and how the program supports the mission of Santa Monica College.

KCRW is a public radio station operating at 89.9FM in Los Angeles County as well as 89.1 KCRU, Oxnard/Ventura; 88.1 KCRY Mojave; 89.3 KCRI, Indio/Palm Springs.

KCRW is a community service of Santa Monica College.

The station airs a full 24 hour/7 day a week schedule that combines news from National Public Radio and other national sources as well as in-house produced programming on public affairs, politics, music, food, literature and architecture.

KCRW is more than a radio station. We are a source for thoughtful, independent, engaging programming as well as a meeting place for ideas, education, discussion and stimulation. We are a center for public affairs, art and culture — worldwide. KCRW is also a public institution and social network.

The station produces 100 hours of original programming per week. Over 2 million hours per month are consumed digitally via mobile, third party distributors and via the web.

2. Identify the overarching goal(s) or charge/responsibilities of the program or service area. If appropriate, include ensuring/monitoring compliance with state, federal or other mandates.

KCRW strives to be at the center of intelligent debate and thoughtful discourse on the issues that face greater Los Angeles. We also expect to educate, have an impact and raise awareness on cultural and artistic expression. We do that in a variety of ways but primarily through our broadcast and online programming and through public events.

KCRW evaluates itself on its membership ranks, broadcast ratings, event attendance and digital metrics. These will be elaborated on later in this document.

3. If applicable, describe how the Institutional Learning Outcomes (ILOs), Supporting Goals, and/or Strategic Initiatives of the institution are integrated into the goals of the program or service area.

See #2.

4. If your program receives operating funding from any source other than District funds identify the funding source. If applicable, note the start and end dates of the funding (generally a grant), the percentage of the program budget supported by non-District funding, and list any staff positions funded wholly or in part by non-District funds. Do not include awards for non-operational items such as equipment (ex. VTEA) or value added activities (ex Margin of Excellence).

Funding comes from two major sources.

Individual Giving

KCRW has a membership of close to 50,000 active and engaged people who are willing to financially support it. This support adds up to over $6 million dollars annually. We solicit support on the air, in mailings and online and through direct relationships.

Underwriting is KCRW's other financial base. Sponsors from various Foundations, corporations and businesses contribute to KCRW for mentions on the air as well as to support programming and events. This source provides 50% of our revenue– close to $7 million dollars annually.

Another source of funding comes from the Corporation for Public Broadcasting. This government agency awards public broadcasting stations grants. KCRW receives approximately $1 million dollars from this agency annually.

Santa Monica College provides important in-kind support to the station. In addition to the office and studio space, SMC provides accounting, human resources and maintenance services to the station.

In-kind labor from KCRW volunteers accounts for nearly 1 million dollars a year in donated services. Thousands of volunteers answer pledge line phones, daily in coming calls, perform vital services in our music library and studios and interface with the public at events. SMC students make up a portion of our volunteer labor force. Our location on the main campus makes us accessible to busy students who can drop in between classes. Students have become studio assistants during live performances, work cataloging music in our music library and assist in numerous public events.

Community businesses also donate to KCRW with gift certificates for our twice-yearly pledge drives and with discounts offered to our membership.

Populations Served

In this section you will provide information that describes who your program or service area serves. When comparing data from different periods, use a consistent time frame (ex. Compare one fall term to another fall term)

Saved Information For Populations Served

Area/Discipline Information Pertains To

All Disciplines (answered once)

1. Describe who your area serves (students, staff, etc.) – both directly and indirectly. If pertinent, indicate variables such as ethnicity, race, gender, age of your client base.

BROADCAST REACH

We reach over 500,000 listeners each week in LA County alone. Our reach extends to Ventura, Orange, Santa Barbara, San Diego, and Riverside Counties.

ONLINE REACH

Online KCRW is known as a leader. We stream three channels 24/7. The streams include a Live (simulcast); News - 24 hour news stream and Eclectic24 – a separately programmed 24 hour music channel.

At KCRW.com we offer 11 years of archives, including 700 videos of artist performances. At least three new performances are added each week.

Our three streams are available via third party providers such as Apple Music, TuneIn Radio and iHeartRadio.

Two million hours are listened per month. Our website is visited 600,000 times per month and has 1.7 million page views.

We currently publish nine blogs covering music, news, food and design and manage three social networks including Facebook, YouTube and Twitter with 1,000,000 engaged friends and fans.

KCRW's has been podcasting our programming for over a decade. Podcasting allows listeners to time-shift their listening. We make 27 audio programs available for download, including three programs that are podcast-only. Over 1.6 million shows downloaded per month.

MOBILE

KCRW's users listen increasingly via mobile --via our KCRW radio app downloaded 400,000 times to date as well as our newly mobile-friendly and award-winning website at kcrw.com.

EVENTS

KCRW produces over 80 events throughout the year – both as revenue generating enterprises and as opportunities to connect with our audience.

KCRW's series with the Annenberg Space for Photography reached over 20,000 people in Summer 2015. Four events with music artists combined with the photography exhibit, Emerging, brought people to a free, all-ages outdoor concert series.

The Hollywood Bowl is the site of our on-going partnership called KCRW's World Festival. Six concerts each summer feature the sounds heard on KCRW's music programming.

Summer Nights includes free, all-ages DJ events for thousands and takes place in Chinatown, Pasadena, Santa Monica and Westwood at the Hammer Museum.

Champion events are small events at private homes for our larger donors that showcase interviews and salons with KCRW talent.

Apogee Studios is the location for intimate live performances and interviews with upcomng and established artists. Two hundred of KCRW's donors and friends are invited to see artists like Glen Hansard, Alabama Shakes, John Legend, Rodrigo y Gabriela, Jenny Lewis and many others perform.

Our annual Halloween party, Masquerade, brings 3000 costume-clad people together in downtown Los Angeles and generates revenue for KCRW.

SUMMER MARKETING INTERNSHIP

KCRW involved 115 student interns over the summer in a fun, marketing experience. Students from around the country learn about KCRW's marketing goals from the staff. They are tasked with outreach as well as developing ideas to improve KCRW's reach in new audiences and younger communities.

2. Discuss any significant change(s) in the population(s) served since the last full program review and the possible reasons for the change(s).

The population served by KCRW has changed most in the format of how listeners access KCRW. Many are including mobile viewing and listening instead or or in addition to the broadcast radio. Also KCRW reaches 200% more people in person through live events.

Program Evaluation

In this section programs/units are to identify how, using what tools, and when program evaluation takes place. Evaluation must include outcomes assessment as well as any other measures used by the program. Please use Section D to address program responses to the findings described in this section.

Programs/units with multiple disciplines or functions may choose to answer the following questions for each area. If this is your preferred method of responding, begin by selecting a discipline/function from the drop down, answer the set of questions and click "Save", your answers will be added to the bottom of page. Do this for each discipline/function. If you would like to answer the questions once, choose "Answer Once" from the drop down.

How would you like to answer these questions?

Saved Information For Program Evaluation

Area/Discipline Information Pertains To

All Disciplines (answered once)
1. List your administrative unit UOs.
UO statements focus on service or operational outcomes such as:

- *Volume of unit activity*
- *Efficiency (responsiveness, timeliness, number of requests processed, etc.)*
- *Effectiveness of service in accomplishing intended outcomes (accuracy, completeness, etc.)*
- *Compliance with external standards/regulations*
- *Client/customer satisfaction with services*

I'm not sure how to answer this as KCRW is a public entity.

We follow and comply with FCC guidelines for decency, language and underwriting credit languge.

We also guage our customer satisfaction based on our broadcast ratings which have improved by 1 point from 2014 to 2015 - a significant increase.

KCRW membership also continues to hold steady with over 25,000 people giving monthly gifts and 125 people giving gifts of $5000 or more.

2. Describe when and how the program assesses these UOs and uses the results to inform program planning including:

- **how outcomes are assessed and how often**
- **the assessment tool(s) used**
- **the sample (who gets assessed)**
- **how and when the program reviews the results and who is engaged in the process**

KCRW assesses its performance monthly with Neilsen broadcast ratings as well as monthly analytics from all digital sources. The entire senior team of KCRW is involved in assessing these metrics.

3. What other evaluation measures does your administrative unit use to inform planning? (For example, completion of program goals, program activity, content review, opinions of clients, etc.) Note your target goals and whether your unit is meeting them.

KCRW has to evaluate competition for attention for all users/listeners and potential audience. Our goals over the last period have been to increase audience (we we have, referred to in #1), convert more of the giving audience to monthly givers (which has increased 800% in six years) and create and populate a major giving program (which has grown also 800% since the last program review.)

Objectives

As part of the planning process, programs are expected to establish annual objectives that support the program's goals. Please document the status of the program/function's previous year's objectives. Add comments if you feel further explanation is needed.

Objectives

Objective:

Provide high quality programming to the community that educates, inspires and informs.

Status: In Progress

Comments:

KCRW strives to be a vital program for the community and Santa Monica College.

Objective:

Goals for 2016-17 include:

1. Finish the $20 million capital campaign. Currently we have $9 million raised. We'd like to finish the campaign by end of 2016 when we start to move into the new building on the Stewart St campus.

2. Increase audience by 10% digitally and terrestrially.

3. Increase revenue from sponsorship by 5%, major donors by 15% and membership by 10%.

Status: In Progress

Comments:

Working with the KCRW Foundation, the KCRW staff and the SMC senior staff we hope to achieve these goals by end of FY 17 (June 2017.)

Looking Back

In this section, please document what you did last year as a result of what you described in Section C.

1. Describe any accomplishments, achievements, activities, initiatives undertaken, and any other positives the program wishes to note and document.

KCRW has extended its work in the community in unique ways.

1. Sonic Trace. This storytelling project told the stories of immigration in Los Angeles through radio stories and in person interviews. KCRW held a design competition to build a portable recording booth with a budget of $5000. The designers selected built a round bubble called "La Burbuja" that was set up in community centers and around LA. Immigrants from Mexico and Central America told their stories of coming to the US by answering three questions - Why did you come? Why do you stay? When would you go back?

These stories were captured via audio and sometimes video and posted on The Sonic Trace website. Storytellers were mapped from their neighborhoods in LA to their neighborhoods in their home countries.

2. Summer Marketing Internship. Previously described in this Review. This program is a unique way to connect KCRW's programming with students at an age when they normally don't listen to public radio. These interns experience KCRW's interest in connecting high culture with popular culture - like our music series at art museums where attendees are encouraged to walk the galleries.

3. 24 Hour Radio Race. KCRW's Independent Producer Project seeks to find independent and new storytellers and producers from across the globe. We commission their work and air their work for others to hear and experience. Each year KCRW puts on the 24 Hour Radio Race which attracts around 200 teams of producers from around the world and gives them 24 hours to make a 4 minute audio piece from a theme that is revealed at the race's start. The top 10 stories are aired on KCRW's Unfictional program and the top winner receives prizes.

4. KCRW wins a Webby award for it's website. In 2014 KCRW totally redesigned its website to feature HD video and make listening easier. The design is simple and graphically rich.

2. Summarize how the program or service area addressed the recommendations for program strengthening from the executive summary of the previous six-year program review.

No recommendations were given after the last review.

3. Describe any changes or activities your program or service area has made that are not addressed in the objectives, identify the factors (e.g., licensure requirements, state or federal requirements, CCCO mandates, regulations, etc.) that triggered the changes, and indicate the expected or anticipated outcomes.

None.

4. If your program received one time funding of any kind indicate the source, how the funds were spent and the impact on the program (benefits or challenges).

None.

Moving Forward

Discuss and summarize conclusions drawn from data, assessments (SLO, UO) or other evaluation measures identified in Section C and indicate responses or programmatic changes planned for the coming year(s) including:

- **how the assessment results are informing program goals and objectives, program planning, and decision-making**
- **specific changes planned or made to the program based on the assessment results**

SMC is building a new building for KCRW at the Stewart St campus. This buidling will be 33,000 square feet and will allow KCRW to occupy a street-facing building that anchors this newly developed campus. The building will transform KCRW's role in the community at large and the campus community.

Currently KCRW resides in a basement underneath the cafeteria in the Cayton Center. We have little to no visibility and most students do not know where we are located or that we exist at all. This new space will change that. KCRW will be able to become a campus community center, hosting live programming events - concerts, lectures, live interview tapings - and invite the campus and greater community to be a part of it.

KCRW is undertaking a $20 million capital campaign to raise funds to outfit this building into a state-of-the-art broadcast facility as well as raising working capital to invest in new programming and new distribution methods.

Objectives (Moving Forward)

Objective #1
Objective:

Provide high quality programming to the community that educates, inspires and informs.

Area/ Discipline/ Function Responsible: KCRW

Assessment Data and Other Observations:
Other data or observed trends

External Factors:
Other Factors
Mentioned above and primarily focused on providing a service to the community.

Timeline and activities to accomplish the objective: Producing high quality programming each and every day that educates, inspires and informs the community.

Describe how objective will be assessed/measured: All methods mentioned above. Revenue is tied to listening. Listening is tied to programming.

Comments: KCRW strives to be a vital program for the community and Santa Monica College.

Objective #2

Objective:

Goals for 2016-17 include:

1. Finish the $20 million capital campaign. Currently we have $9 million raised. We'd like to finish the campaign by end of 2016 when we start to move into the new building on the Stewart St campus.

2. Increase audience by 10% digitally and terrestrially.

3. Increase revenue from sponsorship by 5%, major donors by 15% and membership by 10%.

Area/ Discipline/ Function Responsible: KCRW

Assessment Data and Other Observations:
Other data or observed trends

External Factors:
Other Factors
  KCRW Foundation and SMC Trustee guidance.

Timeline and activities to accomplish the objective: One year.

Describe how objective will be assessed/measured: Neilsen radio ratings, digital metrics, KCRW membership data

---

Comments: Working with the KCRW Foundation, the KCRW staff and the SMC senior staff we hope to achieve these goals by end of FY 17 (June 2017.)

Community Engagement

In the prompts that follow, please delineate the partnerships you have with the rest of the SMC community as well as those you have with external organizations.

1. If applicable, describe how your department staff members engage in institutional efforts such as committees and presentations, and departmental activities.

Not applicable.

2. If applicable, discuss the engagement of program members with the local community, industry, professional groups, etc.)

KCRW is invested in the local community. The General Manager serves on the Zocalo Public Square board, a non-profit that holds 80 events throughout the city to diverse audiences on topics ranging from health to the arts to public policy. Zocalo also publishes humanities journalism on a daily basis which is distributed through a consortium of 150 newspapers throughout the country as well as websites like KCRW.

KCRW uses its ability to gather and communicate to the community to raise awareness about the Broad Stage events as well as most other performing arts and art institutions in greater Southern California. Those institutions include: LACMA, Hammer Museum, Fowler Museum at UCLA, Los Angeles Philharmonic, Natural History Museum, Annenberg Space for Photography, Luckman Fine Arts Theater, Valley Performing Arts Center and many more. Our daily shows focus on issues that affect the region including transportation, voting, health, public policy, music, art, performing arts and much more.

3. Discuss the relationship among program staff and unit engagement with other units or areas of the college.

KCRW works closely with the Broad Stage as noted above. KCRW is also utilized to inform the greater community about enrollment at SMC as well as SMC events such as lectures and art shows.

Current Planning and Recommendations

The following items are intended to help programs identify, track, and document unit planning and actions and to assist the institution in broad planning efforts.

1. Identify any issues or needs impacting program effectiveness or efficiency for which institutional support or resources will be requested in the coming year. [This information will be reviewed and considered in institutional planning processes but does not supplant the need to request support or resources through established channels and processes].

KCRW relies on SMC for non-cash support in the form of facilities, custodial services, facilities maintenance, mailroom, deliveries and departmental accounting. We expect this need to continue for the coming year as this assistance is essential for our operation.

2. If applicable, list additional capital resources (facilities, technology, equipment) that are needed to support the program as it currently exists. [This information will be reviewed and considered in institutional planning processes but does not supplant the need to request resources through established channels and processes].

SMC provides KCRW with facilities currently - the basement of the Cayton Center and office space at LA 128. SMC also provides networking capability to allow us to get to the internet and provides rooftop location and access for a number of satellite receivers and uplinks.

3. If applicable, list additional human resources (staffing, professional development, staff training) needed to support the program as it currently exists. [This information will be reviewed and considered in institutional planning processes but does not supplant the need to request resources through established channels and processes].

KCRW is mostly self-sufficient in human resources but does utilize SMC's HR staff at various times.

Future Planning and Recommendations

The following items are intended to help programs identify, track, and document unit planning and actions and to assist the institution in broad planning efforts.

1. Projecting toward the future, what trends could potentially impact the program? What changes does the program anticipate in 5 years; 10 years? Where does the program want to be? How is the program planning for these changes?

Looking ahead KCRW faces intense challenges that all legacy media (tv, radio, newspapers) have. How do we maintain relevancy with an audience that will increasingly put its attention in other places? Will advertising and sponsorship see KCRW's radio platform as valuable as it has in the past? People's behavior changes as well as technology changes are our biggest challenges.

What we are doing to guard against the negative effect of these changes is to grow our digital audience via podcasts, email connections, on demand audio offerings and mobile apps.

Our bigger changes include moving our focus from primarily being a radio station to being a community institution - one that still brings value to the community even without a daily habit of listening. KCRW is doing this by building out its event-based programming. We currently produce 40 live events and have presence at 80 total. We are physically present with our volunteers and interns at all of these events and across the city. Our marketing goals are measured in numbers of connections (phone numbers, addresses, email addresses) that allow us to communicate programming to people even if they are not listening.

KCRW is building a reputation as a connector of Los Angeles to the world and bringing the world to Los Angeles. Most importantly we are building our reputation of bringing people together as a community in a city that is challenged by traffic and distance.

We intend to turn the Stewart St campus into a connecting hub for Los Angeles and promoting the Exposition Line as an easy way to gather in Santa Monica.

Our capital campaign will give us the working capital we need to invest in new programming delivered in unique ways to an

audience with new demands.

The core of our programming's mission will continue to be to inspire, inform and educate the community.

2. If applicable, list additional capital resources (facilities, technology, equipment) that will be needed to support proposed changes. [This information will be reviewed and considered in institutional planning processes but does not supplant the need to request resources through established channels and processes].

Capital resources are needed to fund programming teams. We intend to raise this in our capital campaign. The new facility at the Stewart Street campus will allow KCRW to increase its mission and stay relevant with challenges noted above. The Stewart St campus will likely require more resources than it has now in terms of security, maintenance and custodial help.

3. If applicable, list additional human resources (staffing, professional development, staff training) that will be needed to support proposed changes. [This information will be reviewed and considered in institutional planning processes but does not supplant the need to request resources through established channels and processes].

We don't anticipate any additional human resources aside from noted in #2 for KCRW from SMC.

4. If applicable, note particular challenges the program faces including those relating to categorical funding, budget, and staffing.

KCRW's primary expense continues to be on staffing. We are made up of people who are skilled at audio production, video production, producing and hosting. We look forward to working with the students at the Stewart St campus to create internships that could help us in these areas.

5. Summarize any conclusions and long term recommendations for the program resulting from the self evaluation process.

Long term KCRW's health depends on a positive and supportive partnership with SMC. We need the ability to find new audiences and raise revenue. SMC has been an excellent partner and we could not have grown without their help and support.

6. Please use this field to share any information the program feels is not covered under any other questions.

SMC had the forethought to expand its mission to include two global programs - KCRW and The Broad Stage. Both have a connection to the institution but also exist as service to the greater community. These two programs have raised awareness about SMC and its essential role as an educator in the larger community. KCRW remains a proud part of the institution of SMC.

Evaluation of Process

Please comment on the effectiveness of the Program Review process in focusing program planning.

This process is valuable as a platform to share the goals of KCRW with the campus community.

Executive Summary

These fields to be filled out by the Program Review committee. Reports will be sent to the program and will be available on-line to populate relevant fields in the annual report and the next 6 year report.

Narrative

Program Evaluation

Commendations

Recommendations for Program Strengthening

Recommendations for Institutional Support

Attached File Upload

Attached Files