



2020
COMPREHENSIVE PROGRAM REVIEW

Marketing

Kaua`i Community College Five Year Comprehensive Program Review (CPR)

At a minimum, each program or unit CPR shall include measures described in [UHCCP 5.202](#). Additional measures may also be used for program or unit assessment.

Program Name Marketing

Assessment Period: (e.g., 2016-2021) 2015-2020

Program or Unit Mission Statement (UHCCP 5.202)

Promote public awareness and understanding of the College, its programs, policies and services with internal and external constituencies including prospective students, news media, community, current students, faculty and staff.

College Mission Statement (UHCCP 5.202)

Kaua`i Community College is a kahua that inspires, engages, and empowers learners and educators to enrich our community and our world.

Ke kū nei ke Kulanui Kaiāulu ma Kaua`i ma ke `ano he kahua e
ho`oulu, ho`ā, a ho`oikaika `ia ai ka `ike a me ka na`auao o nā
kānaka a`o aku a a`o mai no ka ho`owaiwai `ana i ke kaiāulu a
me ka honua.

‘O ke kahua ma mua, ma hope ke kūkulu.
First comes the foundation, then comes the building.
(‘Ōlelo No`eau, number 2459)

Part I. Executive Summary of Program Status

Summary of previous CPR and/or Annual Program Review (APRU) recommendations by Cabinet, College Council, the Division/Unit Chair, Advisory Board, or other reviewing entity.

This is the first CPR for Marketing.

Describe program or unit changes made as a result of these recommendations.

N/A

Part II. Program Description (UHCCP 5.202)

Number of Faculty and Staff	Faculty (FT): 0
	Faculty (Lecturers): 0
	Staff: 3
Date Website Last Reviewed/Updated	October 2020
Brief History of Program	<p>The Marketing and Outreach department at KCC began Fall 2012 by Kesaku Yogi for the first year. In November 2013, Gary Ellwood was hired to lead the department. Major responsibilities included creating printed material, a Chancellor’s monthly newsletter, and the occasional video. There was limited outreach to the high school students, and a few small career fairs held, staffed by the counselors.</p> <p>Prior to 2015-2016, Marketing was housed in the Counseling Office, when it was moved to the VCSA office to increase accessibility as the Counseling Office was behind a locked door. At this time, Marketing reported to the VCSA.</p> <p>In January 2016, Marketing was part of a large campus reorganization and was moved to the newly created Office of Institutional Effectiveness and University Center (IEUC). Webmaster and the Graphic Designer positions were also moved to the IEUC office. Prior to this, the website was managed by IT and in-house posters and graphics were provided by the Graphic Designer. In 2018, Marketing physically moved to the University Center and has remained there since.</p> <p>A smaller reorganization in 2019 moved the grant-funded Webmaster (hired in 2017) and the Graphic Designer into the Marketing unit. The Webmaster became a general-funded position in 2019. A campus Marketing Committee was also established in 2019, which included representatives from each academic division, institutional effectiveness, Office for Continuing Education, and Student Affairs.</p> <p>Student workers have been an integral part of the program since 2015, contributing in messaging effectiveness,</p>

	amount of materials produced by the program, and their presence in the high school visits. This offers the students a chance to work in professional environment, to develop their skills, and to create a portfolio for when they graduate.
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For Non-Instructional Programs ONLY

Community Partnerships, Advisory Committees, etc.	KCC Marketing Standing Committee, UHCC System Marketing Directors, UH News, UH Communications Committee, Interact (College Marketing consultants), Graduate Communications (College Marketing consultants), NCMPR (National College Marketing & Public Relations Association)
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Support from KCC Standing committee help us share our efforts with the campus staff and faculty, as well as provide a means to include invite faculty to take advantage of the marketing efforts in filling their classes. The UH committees help us to stay anchored in the efforts by the system, to work together and keep a similar look and feel to our messages as a part of the excellence that is the University of Hawaii. Our national consultants help us understand trends across the country, and aware of assets that are available to us. Our contract with InterAct also includes support in making smart social media buys.

Part III. Analysis of Quantitative Indicators

Include the five years of Annual Review of Program Data (ARPD; all [Instructional programs](#) and [Academic Support](#) programs - Library, Technology Resources, Testing Center, Tutoring, and Financial Aid), program-developed metrics (Institutional Effectiveness programs, Office of Continuing Education and Training, campus committees), or metrics required by [UHCCP 5.202](#) that are not provided as ARPD ([Administrative Service](#) programs and some Student Support [programs](#)) under review in table format below (EP 5.202 and UHCCP 5.202).

DEMAND METRICS	2017-2018	2018-2019	2019-2020
# Website Sessions	N/A	175,875	248,217
# Adult Learner Contacts (Requested)	3	4	2
# Adult Learner Contacts (Initiated)	36	30	4
# High School Contacts (Requested)*	970	679	762
College Fair attendees	650	725	0
# Outreach Activities (Requested)	5	12	4
# Outreach Activities (Initiated)	11	8	3
# Marketing Requests	16	12	13
Graphic Designs created*	114	88	149
Printing* (pages)	28,987	28,420	26,117
Newspaper (articles and ads)	40	36	4

Creative Media (photos/videos/podcasts)	1200/2/0	2100/25/0	1200/23/14
Radio (vendors (spots))	N/A	4(15)	7(23)
Web Pages & Updates (Requested)	2,779	700	947
New Website Sections (Initiated)	13	50	36
Social Media (Requested)	483	180	164
Social Media (Initiated)	141	406	350

EFFICIENCY METRICS	2017-2018	2018-2019	2019-2020
% up-to-date webpages*	100%	100%	100%
ADA Accessibility	64%	81%	83%
% print and media products completed in-house	95%	95%	92%
% print and media products completed out-of-house (specialty print jobs)	5%	5%	8%

EFFECTIVENESS METRICS	2017-2018	2018-2019	2019-2020
# Applications	1815	1972	1845
% Direct High School (percent(number))	14% (257)	15% (287)	15% (275)
% Working Adults (percent(number))	20% (359)	20% (385)	24% (447)
% GED (percent(number))	3% (53)	2% (33)	2% (31)
State Average % Direct High School	14%	13%	13%
State Average % Working Adults	30%	29%	31%
State Average % GED	4%	3%	3%

*Metrics were not developed nor calculated in 2015-2016 and 2016-2017

The Overall Program Health is Healthy.

Describe and discuss demand, efficiency, effectiveness, and overall health categories. For example, what trends have emerged over the past five years? What factors (internal or external) may have contributed to the program or unit health categories? For Career and Technical Education (CTE) programs, provide a discussion on any unmet Perkins Core Indicator that includes contributing factors (UHCCP 5.202). Based on this analysis, what are the program’s strengths and areas to improve regarding demand, efficiency, and effectiveness (UHCCP 5.202)?

For demand, website sessions increased 30% in one year and webpage updates continue to be requested. The accuracy and ease of accessing information on the website is a strength of the unit. Although it appears that high school contacts declined in 2018-2019, quarter 4 visits were assumed by student affairs and no longer included in our metric. In 2019-2020, even with the loss of quarter 4 contacts, the number of high school contacts by marketing increased, which is impressive given the lost ability to visit high schools after the March 2020 COVID restrictions. Declines included pages printed and outreach activities. These were in part because of COVID restrictions and the shift to social media posts from print materials and the closure of campus to the public. An area for improvement is the reevaluation of

metrics to measure for the next review cycle to capture video production, which is a labor-intensive, but cost-effective way to market during a budget deficit and global pandemic.

For efficiency, the percent of ADA compliant pages has been a leader in the system for the past two years. The majority of the remaining pages to be made compliant are links to system pages with PDF files. This is a strength of the program in addition to the ability to create the majority of products in-house.

For effectiveness, the percent of direct high school applicants has remained consistent over the past three years. Although the percentage of working adults enrolled is lower than the state average, there was a 4% increase of enrollments at the college, in part to a targeted radio campaign in 2019-2020 marketing the college to this demographic. An area for improvement is working with campus administration on defining the role of radio in the current fiscal landscape for FY21 and beyond. A second example of effectiveness can be found in the reduction of advertising in the newspaper. The results of our campus survey showed that less than 25% of the students read the newspaper. Therefore we suspended our advertising, including the suspension of the long running weekly editorial page ad “A View from the College.”

The Health Call rubric can be found [here](#), in the appendix of the 2018 APRU.

Part IV. Assessment Data (EP 5.202)

Assessment Results for Program Student Learning Outcomes (PSLOs; see ACCJC Standard I.B.2).

Develop a schedule for PSLO assessment over the next five years so that within the review period, all PSLOs will have been assessed (UHCCP 5.202).

1. List of the PSLOs, last date assessed, and next date to be assessed.
2. Assessment findings.
3. Changes that have been made as a result of the assessment findings.

PSLO	Date Last Assessed	Findings	Improvements Implemented	Next Assessment Date
Reduce the time to degree; Increase student retention and credit accumulation.	2019-2020	Student retention increased from 57.1% to 72.8%. Part-time student credit accumulation declined from 43% to 40%, while full-time student credit accumulation	Modify PSLO to only focus on retention as too many variables impact credit accumulation.	2020-2021

		increased from 46% to 52%.		
Increase Recent High School Graduates Enrollment	2019-2020	Increased from 287 to 348.	Modifying PSLO to measure applications, not registrations.	2020-2021
Increase High School Noncompleters and GED Recipient Enrollment	2019-2020	Declined from 33 to 31	Eliminating because the McKinley School that offers GEDs closed.	Sunset
Increase Enrollment of Working Adults.	2019-2020	Increased from 385 to 447	Modifying PSLO to measure applications, not registrations.	2020-2021

Part V. Curriculum Revision and Review

Minimum of 20% of existing courses are to be reviewed each year so that within the timeframe of the CPR, all courses will be reviewed and revised as appropriate. Indicate when all courses within the program will be reviewed during the next five years.

N/A

Part VI. Survey Results

List results of surveys administered during the review timeframe [e.g., student satisfaction, occupational placement in jobs (for CTE programs), employer satisfaction (for CTE programs), CESSE, licensure pass rates, and graduate/leaver].

Survey Type	Date Administered	Date of Next Survey	Results
Student Communications & Media Preferences	Fall 2017	Fall 2020	Data reported student preferences of local radio, TV, print sources, as well as social media platforms. Media buys and messaging were determined according to this data. A survey of KCC students shows that ages 21-40 listen to the radio most often during weekday morning and evening drive times, and prefer to listen to Hip Hop, Oldies, and Country genres. Over 94% have smart phones with internet access. Most students watch TV on streaming services, with cable being the second best option. Less than 25% read the

			paper. The most popular internet and social media apps/services are Facebook, Instagram, and YouTube, and over 65% are on social media 1-4 hours each day.
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This survey was conducted for two consecutive years, in the Spring of 2016 and 2017, but the system marketing consultant InterAct Communications. The survey is being run again in the fall of 2020 and 2021, to determine new trends in our campus community. Data from this survey has helped us fine tune where and when we place radio ads, and what social media platforms to focus on.

Part VII. Financials

Provide your program or unit’s budget for each year of this review.

Fiscal Year	Budget
FY16	Marketing: \$13,298.88 Radio Buy: \$46,972.12 (managed by OCET) Total: \$60,271.00
FY17	Marketing: \$18,862.13 Radio Buy: \$37,490.29 (managed by OCET) Total: \$56,352.42
FY18	Marketing: \$17,304.14 Radio Buy: \$35,347.31 (managed by OCET) Total: \$52,651.45
FY19	Marketing: \$15,683.90 Online Catalog Software: \$5,400.00 Radio Buy: \$42,513.24 (managed by OCET) Total: \$63,597.14 Computer Hardware from APRU: \$16,197.34
FY20	Marketing: \$5,077.58 Radio Buy: \$37,573.01 (Marketing assumed radio) Total: \$42,650.59

Describe any changes that have occurred regarding services, functions, personnel, facilities, or stakeholders served.

Over the past five years, there has been a shift in services and stakeholders served. There has been increased marketing at the high schools and radio buys were altered in FY20 to better reach working adults (based on survey results). Additional resources have been put into building a social media presence and video production for marketing. This has become more important with the COVID restrictions and growth of social media. Changes over the years are highlighted in the table below.

Marketing Outreach Efforts by Academic Year	Website	Social Media	Video	Mailings	Print/Posters	Podcasts	Radio	HS Visits

2013-14	Managed by IT	none	minimal	none	Revised & updated existing printed material	none	Managed by Tony Kilbert	Some by Counselors
2014-15	Helped design the new site Managed by IT	none	Filmed, edited and posted Commencement	Helped design system postcards	Created a new college branding Began creating new brochure with new branding	none	Managed by Tony Kilbert	Some by Counselors Began work to get access to visit HS's weekly
2015-16	Helped design the new site Managed by IT	none	Filmed, edited & posted Commencement. Added some new promotional videos	Helped design system postcards Sent out congrat's Letters to HS Sr's	Started creating all new brochures with the new college branding Posters: Events & deadlines	none	Managed by Tony Kilbert	Took over College Fair, career fairs, and began to visit HS SR's on a weekly basis
2016-17	Supervised redesign & launch of the new site	Began posting to Instagram	Filmed some video promo's	Design KCC postcards Sent out to Returning Students & HS Sr's	Continued creating/revising all new brochures with the new college branding. Posters: Events & deadlines	none	Managed by Tony Kilbert	Managed College Fair, career fairs, and visited HS Jr's & SR's on a weekly basis
2017-18	Supervised the web designer	Added FaceBook & Youtube	Filmed a video promo campaign	Design KCC postcards, sent out to Returning Students & HS Sr's	Creating/revising all new brochures w/ new college branding. Events & deadlines	none	Managed by Tony Kilbert.	Managed College Fair, career fairs, and visited HS Jr's & SR's on a weekly basis
2017-18	Supervised the web designer	Added Face-Book & Youtube	Filmed a video promo campaign	Design KCC postcards, sent out to Returning Students & HS Sr's	Creating/revising all new brochures w/ new college branding Events & deadlines	none	Managed by Tony Kilbert Live remote broadcast for Transfer week	Managed College Fair, career fairs, and visited HS Jr's & SR's on a weekly basis
2018-19	Supervised the web designer	Increased IG & FB, Created a YouTube channel	Added IG video stories to social media	Design KCC postcards Sent out to Returning Students & HS Sr's	Creating/revising all new brochures w/ new college branding. Events & deadlines. In The Making positive messaging Campaign; posters & pole banners	none	Took over media buy, contracting, creative & production of all radio advertising. Live remote broadcast for Transfer week	Managed College Fair, career fairs, and visited HS Jr's & SR's on a weekly basis
2019-20	Supervised the web designer	Designed & implemented Meme campaigns, promoted campus	Youtube Pre-roll campaign. Promoted campus Podcasts w/	Design KCC postcards Sent out to Returning	Creating/revising all new brochures w/ new college branding. Events &	Podcast series to promote professors and their classes	Continued media buy, contracting, creative & production of	Managed College Fair, career fairs, and visited HS Jr's &

		activities & several classes on IG & FB, Began tracking analytics	video stories on IG & FB	Students & HS Sr's	deadlines. In The Making positive messaging Campaign; posters & pole banners		all radio advertising	SR's on a weekly basis
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Provide the program or unit's current resources.

Category	Current Resource(s)	What is needed?	Justification
PERSONNEL			
Positions (Faculty)	0		
Positions (Staff)	3		
Student Workers	2 (10 hours/week)	Return to 3 SW's, & 50hrs/wk cumulative	More video production & editing will be needed for new marketing channels. These are labor-intensive projects
OPERATING			
Supplies	Paper and toner; expendables	Re-supply as needed	
Equipment	Available from Marketing Director upon request		
Space/Facilities	4 offices (OSC 206 B, D, and L) and Media 118)		
TECHNOLOGY			
Hardware	Available from Marketing Director upon request	Still & Video Cameras	Current cameras are aging. Video and still images are more important than ever in Marketing efforts and need to be refreshed regularly.
Software	Adobe CC	Annual Renewal	Primary tools for asset creation

Part VIII. Results of Prior Year Action Plans (UHCCP 5.202)

Action Plan	Anticipated Outcome	Actual Outcome
Increase student retention and credit (graduates/transfers)	Create positive messaging with social media (SM) and posters to campus	514 social media posts and 26 framed posters were created. Over the last 5 years, retention has gone up from 65.9% to 72.8%. It

		<p>increased from 57.1% to 72.8% from fall 2018 to fall 2019.</p> <p>The percent of full-time students earning 20 or more credits in one year increased from 46% to 52%. The percent of part-time students earning at least 12 credits in a year declined from 43% to 40%.</p>
Increase student retention and credit (social media)	Increase use of video to draw more followers to our social media	<p>21 videos were created to advertise social media posts.</p> <p>Retention rate in Fall 2018 was 57.1%. In Fall 2019, it rose to 72.8%.</p> <p>The percent of full-time students earning 20 or more credits in one year increased from 46% to 52%. The percent of part-time students earning at least 12 credits in a year declined from 43% to 40%.</p>
Increase student retention and credit (print)	Capture all new photos for the college, using current students and recent graduates, so that we feature familiar faces.	<p>149 printed materials were created.</p> <p>Retention rate in Fall 2018 was 57.1%. In Fall 2019, it rose to 72.8%.</p> <p>The percent of full-time students earning 20 or more credits in one year increased from 46% to 52%. The percent of part-time students earning at least 12 credits in a year declined from 43% to 40%.</p>
Increase Enrollment of Working Adults	Close gap to equal System result (68% of system goal)	Increased from 68% to 77%

Part IX. Analysis of Program

Based on findings in Parts I – VIII, develop a five-year action plan for your program or unit. This should include goals that align with the College Mission, measurable outcomes, benchmarks, and alignment to the College’s Strategic Priorities, and/or Strategic Goals. Be sure to focus on weaknesses identified in ARPD data, PSLO outcomes, results of survey data, financial needs (with timelines), and other data used to assess your unit or program. This plan should guide your program and subsequent APRUs, but may be amended based on new initiatives, updated data, or unforeseen external factors.

Goal	Strategic Goal/Priority (List number)*	Benchmark	Desired Outcome	Unit of Measure	Year(s) Implemented
Review and revise high school outreach model	17	# direct high school applications	Increase or maintain percentage of direct high school applications to 2019-2020 levels	applications	2022-2025
Design and launch new branding and a new website homepage	7, 17, 20	Website aligns with system standards	New website homepage	Launch	2021-2022
Transition from print marketing to video/podcast marketing	17, 20	Currently marketing is 86% print and 14% video	By next CPR, print will be 60% and video will be 40%	Number of videos produced and distributed	2020-2025
Reevaluate metrics used to measure demand, efficiency, and effectiveness of the unit	13	Current metrics	Metrics that better measure goals for the unit	In development for 2021 APRU implementation	2020-2021
Reevaluate use of radio advertising in light of budget constraints	20	Historic expense/number of spot buys	Achieve a balance between cost and outreach	Budget allocated to radio buy	2020-2023

*All Strategic Goals and Priorities are Aligned to the College Mission.

Part X. Resource Request(s) for next year (Year 1 of the 5-year Plan for your unit or program).

X I am NOT requesting additional resources for my program/unit.