

2016 Associated Students

# KUGS-FM

AS Structure and Program Advisory Committee



## *Introduction:*

KUGS-FM presented to the AS Structure and Program Advisory Subcommittee (formerly the AS Structure and Program Advisory Committee or SPAC) on, January 25, 2016. The currently approved statement of purpose for Office is:

“The mission of KUGS-FM is to serve the students of WWU and the citizens of Whatcom County by providing a diverse program of music, news, and information consistent with the student interest and public affairs programming that encourage a greater understanding of the human differences and cultural pluralism within the university community and the larger world we live in. Through its programming, KUGS-FM will serve as a bridge from the university to the surrounding communities.” The Board of Trustees of Western Washington University holds the license and the Associated Students operates the station.

KUGS-FM fulfills its mission statement by providing WWU students volunteer opportunities, programming that reflects WWU student interest, diverse music, news, and public affairs for the WWU and Bellingham community.

## *Program/Services Provided:*

- Provide WWU students with volunteer opportunities and training in broadcasting and audio documentary
- Provide diverse and informative programs, music and public affairs not widely offered within the WWU and Bellingham communities consistent with the interest of WWU students
- Provide a forum for the thoughtful exploration of cultural, social and political issues. Provide thought provoking news and informational programming with an emphasis on programming produced by students
- Attempt to produce the majority of programming on campus with off-campus (national, regional and local) material used to expand services
- Serve as bridge from WWU to the surrounding community by providing information about campus activities and resources
- Actively promote the activities of the Associated Students programs and organizations to the surrounding community
- Actively promote campus events, services, and activities that are open to the public
- Seek out and announce events and services within the surrounding community that would be of interest to the campus community

- Provide a variety of informational announcements from regional or national not for profit organizations to inform and educate the audience

*SW/COT Chart:*



## Section 7: SCOT Analysis

		<b>Helpful</b>	<b>Harmful</b>
		(S) Strengths	(C) Challenges
<b>Internal</b>	Abundance of Volunteers		Lack of Self-Promotion
	Opportunities for student employees to work as paraprofessionals at a broadcast facility		Lack of visibility on campus and student knowledge of the station
	Opportunity to impact the community through programming		Technical and equipment issues, equipment purchased in the 1980s and 1990s is beginning to fail
	Help channel people's love of music into productive and creative opportunities		Lack of collaboration with other AS offices both entertainment and social issues offices
	Helps student's create a community on campus		Student staff turnover and maintaining consistency with volunteers
	News programming provides a voice for marginalized groups and opinions		Balancing student's academic needs and employment
	Eclectic music programming is of reflective student interest		Financial resources as it relates to equipment needs
	Concrete training in broadcasting and broadcast journalism		Space limitations for library materials
	Students telling their stories through music and words		Upgrading to meet current technological advances, digital vs. analog
	Gateway to the Associated Students, opportunity to learn about other AS offices		Reliance on outside engineering needs

Professional staff manager	
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	(O) Opportunities	(T) Threats
<b>External</b>	The diversity of KUGS volunteers	Federal Communications Commission legal requirements
	Ability to work with local musicians	Budget and resources
	Working with local businesses to create a tight knit radio/community connection	Equipment failure, inability to broadcast
	Student operated	Lack of additional professional staff to maintain legal requirements in the event of the General Manager's absence
	Leadership opportunities-"real" work experience	Security of staff/volunteers, collection, and equipment
	Exposure to the music industry and trade	
	Safe environment to develop	
	AS Involvement	
	Creating memories	
	Learning about new music, news, broadcasting, audio engineering and radio production	

***Areas for Improvements/ Recommendations:***

The following are the Structure and Program Advisory committee’s recommendations for strategic goals over the next four years:

- 1. Need for clarification and identification for the funding source for Repair and Replacement of KUGS equipment and develop funding from the Associated Students to support the equipment needs of KUGS.*

Over the years the funding sources for repair and replacement of KUGS equipment has been between Viking Union Operations and whatever KUGS has raised through donations from business through the underwriting program and placed in the KUGS Foundation account. Only recently has the need to identify a funding source come to the forefront as aging equipment from the 1980s and 1990s needed to be replaced. It should be noted that the Power Upgrade which was about 14 years in the making was funded through the KUGS Foundation account and completed in 2013. (Please see attached equipment and services expenditures from 2012-2015)

With the restructure of the AS/VU, the need to identify the funding source for repair and replacement equipment would help to clarify the actual cost of operating KUGS.

2. *Create an Equipment Repair and Replacement schedule.*

Based on the equipment inventory, this schedule would identify the life expectancy of existing equipment and when equipment would need to be replaced.

3. *Research and Evaluate the options and resources available to create a Professional Broadcasting Staff Position as an Operations Manager to Assist the KUGS/KVIK General Manager*

The creation of this position would provide additional support to the KUGS/KVIK General Manager, maintain federal compliance in the event of the General Manager's absence, provide operational support to the KUGS and KVIK staff and volunteers and provide the General Manager the ability and opportunity to provide additional supervision, advice and guidance to the KVIK staff and volunteers. Adding this position would also provide the opportunity to assess the possible restructure of student positions and perhaps provide additional opportunities based the assessment of having a new professional staff member.

To maintain compliance KUGS must have 2 full time staff members at the station during business hours. Since the KUGS General Manager is the only full time staff member, it has been necessary to have two student employees scheduled during the day at all times. KUGS AS salaried employees must work their 15 hours during business hours (9am-5pm) to meet this requirement. By working their hours during this time, attending any events after hours as part of the KUGS staff puts the employee over their allotted hours. By having an additional Professional staff member, this would free up

some hours for KUGS staff to work more collaboratively with other AS offices and events and maintain a work/life balance for student employees. Examples could include tabling at AS Events, attending Hall Council Meetings to promote KUGS and the AS, and having in studio performances outside of business hours when staff is at the station.

4. *Research and Evaluate software and hardware to digitize and store archived music.*

Due to the limited space for shelving music into the KUGS Music Library and that currently archived music is stored in binders it is recommended that KUGS research and evaluate available software and hardware to digitize and archive music. This research would include researching what other like radio stations are using, assess the staffing and budget needs to perform the tasks of digitizing the archival material, and research computer and space needs necessary to complete these tasks. **The possibilities for achieving this task could include contracted programs, student employment, or a grant.**

5. *Research and Evaluate current radio automation systems.*

The current KUGS operational structure is when KUGS is on the air there is a student programmer (DJ) sitting at the control board maintaining the operations of the station. During Intersessions when students and student employees are out KUGS must shorten the broadcast hours based on the amount of volunteers still in town. For example, during the winter holidays the station will go off air (Dec. 24 & 25) or in the summer when KUGS volunteer staff goes from 90-100 to 35 total volunteers, including the salaried staff and the general manager all maintaining the on air programming. Having an automation system that could be remotely accessed by the KUGS General Manager would help maintain a consistent broadcast and not have listeners go somewhere else for the radio experience, hoping they will return when KUGS has staff to operate the station. This automation system would in no way be used in place of having a “real” person on the microphone. It is recommended that KUGS research other college radio stations and the types of automation that would accommodate the needs of KUGS and identify funding sources for such an expenditure.

6. *Commitment to continued external marketing of KUGS and assessment of Student Listenership.*

KUGS is aware that many students do not know that there is a Student Radio Station on campus or how to listen to the station via radio or internet. There should be a re-commitment to continued outreach after SummerStart and the Red Square Info Fair. To accomplish this outreach, KUGS would table more during each quarter with information on how to access KUGS through promotional giveaways as was done during Fall Quarter 2015 with tabling and a radio giveaway. KUGS staff will also work with the Publicity Center to identify alternative banner spaces to advertise the station outside of Viking Union. Other promotional ideas range from sending programming materials to academic departments to attending Hall Councils to outreach to First Year students.

Additional Assessment for KUGS was provided by Human Services Class HSP 485-Program Evaluation. The objective for this was to help KUGS gain information regarding the WWU Student listenership. A copy of the report is attached as supporting documentation.

7. *Research and Evaluate the possibility of creating a media center to house KUGS and KVIK.*

Research the possibility of creating a media center, with KUGS and KVIK in closer proximity, which would create the ability of shared resources of staffing and programming. There is a lack of proximity for KVIK staff and volunteers to the KUGS/KVIK General Manager has created a disconnection for the KVIK staff and volunteers.

With the evaluation and research of re-programming the Viking Union it seems that creating a media center that would house both programs would be of benefit to both KUGS and KVIK. It would help create a sense of community for both KUGS and KVIK staff and volunteers. Additionally, the continued connection of the two media programs is in line with industry standards. It is not advised that the advising of KUGS and KVIK be split.

8. *Institutionalize through trainings and materials the Associated Students and KUGS commitment to Inclusive language and attitudes.*

KUGS has already changed all of the volunteer forms to include a place for personal pronouns. Students, if they so choose, may self-identify and the staff will be able to address each volunteer appropriately via conversation and correspondence. Supporting documents are attached.

Inclusive language is also discussed in all trainings, especially when discussing on air presence. These topics are discussed in all new volunteer (DJ) trainings, specifically trainings 1 and 2.



In DJ Training 1 (Introduction to KUGS), diversity is discussed when the KUGS mission statement is read.

In DJ Training 2 (Operator Proficiency), programming content that is NOT allowed is discussed. Programming that is derogatory to a person's sex, race, religion, color, creed, disability, national origin, or sexual orientation is not allowed, and this is discussed explicitly in training.

Therefore, each person that goes through DJ Training (everyone at KUGS) is exposed to these conversations of diversity and inclusivity during these two trainings. The excerpts from the training agendas that pertain to this are attached as a supporting document.

DJs also introduce themselves with their name and pronouns they use (if they're comfortable sharing) so that they're exposed to pronoun inclusivity that way as well.

KUGS Staff also have additional trainings and discussions around values and creating a community. During the summer KUGS Staff complete and discuss how to create a KUGS community that is more inclusive by listing four individual ways their position can contribute to creating a community and four ways the staff as a whole can create this community. Below are a few of the outcomes:

- a. Provide training and documentation to other staff and DJs
  - Supporting volunteers/ Provide support and knowledge
  - Volunteer Appreciation
  - Interacting with DJs when in the station, coming out of our offices, create a stronger face/name/station position recognition with DJs
- b. Better understanding of non-commercial radio
  - Be great role models as DJs and noncommercial radio lovers
  - Being an active volunteer
- c. Collaboration
  - Reflect the values for the AS for volunteers, who may not be connected to the AS
  - Outreach to AS Offices
- d. Learn more about marginalized voices
- e. Teambuilding
  - Bonding events
  - Working cohesively together as a staff, can create a better KUGS community
  - Communicate regularly about station needs and how KUGS can be better
- f. Outreach-get the people listening

- Be involved with outreach and create a community presence
- Reflect what KUGS represents to the outside community

Attachment for Recommendation 1:

KUGS FOUNDATON ACCOUNT EQUIPMENT AND SERVICES  
EXPENDITURES FY2013-2016

Type of Expenditure	2012-2013	2013-2014	2014-2015	2015-2016 (to date)
Contract Engineer	\$2,006.50	\$1,990.23	\$2,918.00	\$1,007.50
Consulting Engineer	\$400.00			
Equipment	\$7,976.96	\$5,646.37	\$4,892.24	
Services	\$666.74		\$2,789.07	
	\$11,050.20	\$7,636.60	\$10,599.31	\$1,007.50
				\$30,293.61

Additional Funding Sources VU Operations and AS Rainy Day Fund

Equipment	4320.83 (VU OPS)	2977.21 (FXSVG)		
Services	6389.82 (VU OPS)	2789.07 (FXSVG)		
	\$10,710.65	\$5,766.28		\$16,476.93