Comprehensive Program Review: Associate in Science in New Media Arts 2016-2019

Contents

Kapiʻolani Community College
Five Year Comprehensive Program Review (CPR)
2016-2019

PROGRAM NAME

Associate in Science in New Media Arts

ASSESSMENT PERIOD

2016-2019

PROGRAM MISSION STATEMENT

The New Media Arts (NMA) program seeks to prepare students for employment in the fields of animation and interface design including web design and the converging industries that require advanced skills in digital multimedia and production. NMA offers an Associate in Science (AS) degree in two specializations: animation and interface design.

COLLEGE MISSION STATEMENT

He hale hāmama ʻo Kapiʻolani Kula Nui Kaiāulu no nā ʻano kaiāulu like ʻole, e hoʻolako i nā kānaka hoʻākea ʻike e hiki aku i ka pahuhopu ʻimi naʻauao, ʻimi ʻoihana, a hoʻolaulā ʻike. He loaʻa nā palapala aʻo, nā kēkelē mua puka, me nā polokalamu hoʻīli kula he kilohana wale e hoʻomākaukau i nā haumāna maoli, kūloko, kaumokuʻāina, kauʻāina no ka mua he lako.

Kapiʻolani Community College provides open access to higher education opportunities in pursuit of academic, career, and lifelong learning goals to the diverse communities of Hawaiʻi. Committed to student success through engagement, learning, and achievement, we offer high quality certificates and associate degrees, and transfer pathways that prepare indigenous, local, national, and international students for their productive futures.

COLLEGE VISION STATEMENT

He Kula Nui Kākoʻo ʻŌiwi ʻo Kapiʻolani Kula Nui Kaiāulu a na kā lākou mau haumāna puka e hoʻoikaika i ke kaiāulu o ko Hawaiʻi mau kaiāulu like ʻole ma ka honua e loli mau.
Kapiʻolani Community College, a model indigenous serving institution whose graduates strengthen the social, economic and sustainable advancement of Hawaiʻi and the world.

VALUES STATEMENT

Hoʻohanohano ʻia ka hoʻīlina a ka Mōʻīwahine ʻo Kapiʻolani e Kapiʻolani Kula Nui Kaiāulu ma o kēia mau lawena waiwai:

Kapiʻolani Community College honors the legacy of Queen Kapiʻolani through these values:
Kūpono: Practicing honesty and integrity with clarity in all relationships.
Kuleana: Sharing a common responsibility to support the future of our students, college, community, land, and sea.
Mālama: Protecting and perpetuating ancestral knowledge.
Kūloaʻa: Ensuring that the needs of our students are met with support and service.
Kūlia: Creating meaningful curricula and learning experiences that serve as a foundation for all to stand and move forward.

PART I. EXECUTIVE SUMMARY OF PROGRAM STATUS

NMA achieved all strategies and action plan items for the previous three-year program review and the previous program review recommendations. These include: seeking funding for major upgrades to the labs to assist in achieving standards, maintaining the NMA website, gathering data from graduates to help track employment and student success after completion of their degree, hosting the annual Demo Reel and Design Portfolio Graduation event, giving presentations at high school career fairs and professional conferences, and helping to resolve staffing challenges.

The NMA program has continued to demonstrate academic excellence both locally and nationally, in both the Animation and Interface Design specializations. Multiple Pele Awards, which recognize the best in Hawaiʻi industry achievements, have been garnered by NMA student work over the past three years. Since 2016 the NMA program has also achieved four prestigious national ADDY awards in Animation/Motion Graphic Design, Illustration, Website Design, and Packaging Design. The American Advertising Award (ADDY), which recognizes and rewards creative excellence, is the industry's largest and most representative competition.

The graduation numbers in the past three years have fluctuated. While enrollment has approached near capacity at the start of a new cohort, family, job, and health issues have led students to postpone their studies, occasionally lowering cohort counts.

The 2019 ARPD indicates that the NMA program has been healthy and making appropriate changes and developments to maintain its success in alignment with the goals set forth by the local industry, college tactical plans, strategic plans, long-range development plans, and national accrediting bodies.

Challenges to the NMA program include:
- Ongoing curricular revision and updates to match rapidly changing industry standards.
- Ensuring funding for all necessary expenses (labs, equipment, supplies, etc.)
- Hiring & maintaining qualified full-time faculty and lecturers.
- maintaining enrollment counts

PART II. PROGRAM DESCRIPTION

PROGRAM HISTORY

The New Media Arts program first began in 1997 and now offers an Associate in Science (AS) degree in two specializations: animation and interface design. The NMA program is unique in being the only Career and Technical Education (CTE) program currently residing with the Arts & Humanities (A&H) department, which is one of four academic units, or clusters, residing under Arts & Sciences (A&S).

In 2009, NMA began its first year of NMA Student Learning Objectives (SLO) assessment. Five NMA program SLO's were drafted, approved, assessed, and reported (see the *Program Learning Outcomes* section below and Appendix C for details). From 2009-2015, NMA annually assessed its program level - SLO's and utilized the assessment cycles to reflect upon and make program level revisions and curricular improvements.

In the fall of 2010, the NMA coordinator responsibilities were limited to no longer include extensive grant writing and exclusive interfacing with private companies and local public schools. These responsibilities were identified and designated to be shared with the Academic Dean of Arts & Science, the NMA internship coordinator, and the NMA academic counselor respectively.

In the spring of 2010, the need to hire an additional full-time NMA interface design faculty member was aligned with KapCC 2008-2015 strategic plan (Outcome E), KapCC Arts and Sciences Tactical Plan 2009-2012 (Performance Measure 5, Strategy 7), and NMA Tactical Plan 2010-2013 (IV-C-4). These efforts led to specific resource language being included within the KapCC Arts & Humanities 2010-2013 Tactical Plan (AH Objective E1.3.)

In 2011, a combined NMA curriculum sub-committee met to revise the NMA AS degree curricula, which led to both the animation and interface design specializations, and implementing a new studio-based learning (SBL) model to better align with program SLOs, industry standards, and workplace expectations with the addition of two new courses:
>   ART 285 – Interface Design Studio
>   ART 284 – Animation Studio

With the addition of ART 285 Interface Design Studio, the Interface design curriculum removed two courses to maintain a total of 78 credits for the degree:
- ART 127 – Graphic Symbolism
- ART 284 – Animation Studio

In the summer of 2011, two full time NMA faculty resigned: one interface design instructor and one animation instructor, decreasing the total number of NMA full-time instructional faculty from four to two. This led to a series of hiring challenges to find quality lecturers capable of teaching the twelve NMA courses that the resigned full-time faculty members previously taught. NMA was unable to find qualified lecturers that met the minimum requirements (MQ's) to teach within the NMA program, and was therefore forced to hire several lecturers by exception. This resulted in the largest pool of lecturers in program history and an increased challenge in staffing and scheduling. Finding and securing qualified NMA instructors is an ongoing challenge.

From 2009-2012, NMA continued to seek and secure consistent and sustainable funding to maintain computer labs with computers, equipment, and technology that kept pace with the rapid changes in industry standards. It now faced a new challenge of no longer being eligible to apply for "seed" funding from past external sources such as Perkins and PCATT. In 2010, NMA was able to secure a $70,000 award from PCATT for equipment in support of Animation courses. In 2011, Title III funding enabled a more comprehensive $745,000 remodel of the Kopiko NMA classroom space including a more student-friendly room configuration, upgraded furniture, and enhancements to technology and equipment.

From 2012-2016, NMA continued the ongoing challenge to secure funding to replace computers that were not only out-of-date, but were failing. In spite of the NMA coordinator writing two Perkins Grant applications and the Dean of Arts & Sciences requesting ARF monies, in March 2016, there continues to be two labs that need computer updating and replacement.

In 2013, NMA hired a full-time faculty member supported with funds from the system to bridge the needs of two new degree programs at UHWO Creative Media - Bachelor of Arts in Humanities and Bachelor of Applied Science.

In 2015, with the addition of the newly hired faculty member and a need to prepare students not only for industry, but also for the Creative Media degrees at UHWO, two courses were reinstated in the NMA Animation Specialization:

- ART 247 – Lighting and Rendering
- ART 256 – Compositing

With the addition of these courses, the Animation curriculum removed one semester of ART 284 Animation Studio for a total of 75 credits for the degree.

In 2016, an Articulation Agreement between UHWO Creative Media and Kapiʻolani CC, in support of System-wide collaboration, was presented and finalized. This included a "2+2" transfer option from NMA's Associate Degree to UHWO's Bachelors of Arts in Creative Media.

In 2020 this agreement was updated to further detail information about recommended academic pathways into UH West Oʻahu's Bachelor of Arts in Creative Media with Concentrations in Communications and New Media Technologies, Design and Media, General Creative Media, and Video Game Design and Development.

From 2014-2019, NMA was allocated funding from ACM-S Creative Media to purchase. maintain, and update lab equipment.

In 2019, a full-time NMA faculty member retired. This position was replaced in 2020 with a new faculty hire.

PROGRAM GOALS

Arts & Sciences Mission Statement

The mission of the Arts and Sciences Academic Cluster is to provide students with a high quality innovative liberal arts program that prepares students to meet rigorous baccalaureate requirements and personal enrichment goals, pursue life-long learning, and lead lives of ethical, responsible community involvement.

*NMA Program Goals***:** *NMA Tactical Plan, Strategic Outcomes*

1. The New Media Arts program at Kapiʻolani CC prepares students for professional work in the fields of interface design, computer animation, and the converging industries that require advanced skills in digital media and production.
2. The program serves professionals updating and refining their job skills and students preparing for careers in interface design and animation. The program integrates classroom instruction with hands-on production skills in a learning environment that encourages the collaborative process inherent in professional multimedia design and production.
3. The program prepares students for further advanced study and entry into competitive Bachelor Degree programs.

Program Student Learning Outcomes

Five outcomes serve as the basis of the New Media Arts program:
1. **Apply knowledge** of the theory, history, and principles of design and/or animation in the creation of new media art.
2. **Apply successful problem-solving skills** utilizing industry standard applications, technologies, and techniques in the creative and technical production process.
3. **Participate as a team member** to make collaborative decisions toward shared objectives with civility, interpersonal skills, and a respect for cultural diversity.
4. **Communicate effectively** both visually and verbally in the classroom, community, and/or industry.
5. **Synthesize** the concepts and skills in the creation of a culminating project that integrates conceptual thinking and aesthetic application.

Program Admission Requirement

New Media Arts is a select admissions program. Students seeking admission to New Media Arts begin by taking prerequisite art courses. An art portfolio, academic transcripts, personal statement and completed prerequisite coursework are required to be considered for admission to the program. Students are urged to seek academic advising early and perform well in their prerequisite courses.

Credentials and Licensures Offered:

N/A

Faculty and Staff

Annual FTE Faculty:	3.25 (3 FTE Faculty; 0.25 Counselor)
Annual FTE Faculty:	1.0 (System Position)
Annual FTE Faculty:	1.0 (APT)
Lecturers/Adjunct Faculty:	2 – 3 lectures
Majors:	49 (from ARPD 2018-19)

Resources

Annual budget funds allocated to New Media Arts are from a combination of general (state) funds, as awarded by the Hawai'i State Legislature and in part allocated by the Academy for Creative Media System (ACM-S) administration, and from external sources such as U.S. Department of Education (e.g. Perkins). Some funding is allocated to the four departments that contribute to the New Media Arts program and other funds are awarded specifically to New Media Arts.

New Media Arts maintains three computer labs with approximately 60 workstations, over a dozen high-end industry standard graphics software packages, and a broad range of peripherals. New Media Arts provides 50 hours per week of open lab time for students to have access to the technologies required to complete course related projects. With a persistent need to update hardware and software, purchase supplies, and to staff the open lab hours, New Media Arts requires a total budget of approximately $125,100 per year. The breakdown is as follows:

NMA Budget Item:	Approx. Cost:
NMA Lab Hardware Upgrades (1 NMA lab per year, 17 computers)	$72,000.00
Software Licenses (Adobe Creative Suite, NukeX Suite, & other software such as Font Managers, etc.)	$20,000.00
Misc. Maintenance & Equipment Costs (projectors, bulbs, printers, printing supplies, blank media, hard drives/storage, batteries, security cables, cleaning supplies, etc.)	$12,500.00
Student Lab Monitors for Open Lab (5 students to monitor 3 open labs, approx. $10/hr)	$20,600
TOTAL:	**$125,100 per year**

While the average annual cost presented here is correct, because NMA purchases some software licenses in two-year increments, every other year sees a larger approximate cost than what is presented here.

Thanks to the efforts of one NMA faculty member, NMA also receives private funding to create and direct the New Media Arts Lecture Series, a series of lectures and workshops by industry leading artists and animators. Lecture attendance averages 100-120 and is open to the public.

Articulation Agreements

- UH-West Oahu BAS with Concentration in Creative Media for both the KCC NMA Animation and Interface Design tracks
- UH-West Oahu BA in Humanities with Concentration in Creative Media for both the KCC NMA Animation and Interface Design tracks

Typically, however, the New Media Arts degree as a CTE program is designed to prepare students for immediate employment.

NMA does contribute to and support course-to-course articulation efforts across the UH system. Specific NMA courses currently articulated include:

- ART 112 Introduction to Digital Art
- ART 125 Intro to Graphic Design
- ART 126 3D Computer Graphics
- ART 128 Interface Programming I
- ART 156 Digital Painting
- ART 157 Film Analysis and Storytelling
- ART 159 History of Communication
- ART 202 Digital Imaging
- ART 212 Digital Animation
- ART 222 Digital Multimedia
- ART 226 Computer Graphics II
- ART 229 Interface Design I
- ART246 Computer Graphics III
- ART 249 Interface Design II
- ART 247 Lighting & Rendering
- ART 257 Motion Graphic Design
- ART 293 Internship
- ART 294 Practicum in Digital Arts
- ART 295 Design Portfolio
- ART 296 Demo Reel Development

Advisory and Community Connections

The New Media Arts Program Advisory Board meets approximately every two years and was developed to advise the department, the program staff, and the Chancellor on planning, development, and evaluation of the New Media Arts Program. The goals of the New Media Program Advisory Board are to assist the program in:

- Providing input for program development.
- Informing the community about the New Media Arts Program.
- Identifying and obtaining community resources for augmenting the New Media Program.

NMA Advisory Board 2018		
First Name	**Last Name**	**Company**
Chris	Lee	UHWO Creative Media
Georja	Skinner	Chief Officer, Creative Industries Division, DBEDT
Todd	Robertson	Hyperspective
Marcie	Moura	Mid Pacific Institute

Internships and Student Employment AY 2016-2019

The following are firms where students were placed as interns or hired for employment in 2016-19.
See Part IV for a complete list of firms who have hired KCC NMA graduates.

- DFI Design
- H&B Marketing
- Waikiki Aquarium
- Common Space Studio
- MVNP
- MC&A
- Really Ragdoll Studios
- Nella Media Group
- Urban Pacific Communications
- Ellemsee Media
- Studio Ito
- Point Hawai
- Mix Plate Media
- Stephanie Chang Design
- Curate Design + Decor
- Sultan Ventures
- One Wave Designs
- Anthology Marketing Group
- White Space Studio
- 1013 Integrated
- SwissCo
- Contrast Magazine
- Eric Woo Design
- Midori Design
- Design Asylum
- Upspring Media

- Dysfunction
- Comprendio
- SwissCo
- MixPlate Media
- Sudokrew
- Hyperspective
- Ikayzo
- James Peters Design
- Hon Blue
- ANG Signs
- Sae Design
- Binary Habitat
- Blue Startups
- Shaka Guide (via Blue Startups)
- Edutunes (Startup through Blue Startups)
- Chaminade University
- East-West Center
- University of Hawaii CPIS
- Kapi'olani CC Marketing
- Kapi'olani CC CELTT
- Kapi'olani CC New Media Arts
- Kapi'olani CC OCET
- Kapi'olani CC Web Team
- Kapi'olani CC Koa Gallery

We also have students who have found employment in prestigious studios:

- Chris Ota - Apple, Inc., Cupertino, CA
- Kathryne Sakata - R2C Group, San Francisco, CA
- Tiffany Higa - Pyramid Communications, Seattle, WA
- Koki Nozawa, Dreamworks Television, Glendale, CA
- Amanda Fujita, Dreamworks Animation, Glendale, CA

- Anna Swope, Image Engine, Vancouver, BC
- Robert Mastriano, Campus D'Effets Visuels, Vancouver, BC

PART III. QUANTITATIVE INDICATORS FOR PROGRAM REVIEW

Overall Program Health

The following is an analysis of quantitative trends identified over the past three years of ARPD data:

Demand Indicators

Year	Demand Health	Efficiency Health	Effectiveness Health	Overall
16-17	HEALTHY	CAUTIONARY	CAUTIONARY	CAUTIONARY
17-18	HEALTHY	CAUTIONARY	CAUTIONARY	CAUTIONARY
18-19	HEALTHY	HEALTHY	HEALTHY	HEALTHY

Health Call

Healthy: 2
Cautionary: 1
Unhealthy: 0

Scoring Rubric for Overall Health as follows:

Healthy: 5-6
Cautionary: 2-4
Unhealthy: 0-1

Transfers to UH 4-year institutions

Between 2016 and 2019, eleven students have transferred from NMA to UH 4-year institutions: 3 to UHM and 8 to UHWO.

Distance Education

Between 2016 and 2019, two sections of ART 112 were taught online every semester. Enrollment in ART112 classes cap at 15, and fill rates averaged 80%.

*When evaluating all enrollment data, it is important to note that enrollment in each of the two NMA cohorts is capped at 15 students per specialization, for a total of 30 majors per year, multiplied by two since NMA is a two-year program, so a maximum target of 60 majors is the benchmark by which the number of majors should be measured. The 15-student-max per cohort number is determined by space limitations, specifically the number of computers capable of fitting into each of the NMA labs/classrooms.

Perkins Indicators	Goal	Actual	Met
1P1 Technical Skills Attainment	0	0	Met
2P1 Completion	0	0	Met
3P1 Student Retention or Transfer	0	0	Met
4P1 Student Placement	66.25	0	Not Met
5P1 Nontraditional Participation	23.5	80	Met
5P2 Nontraditional Completion	23	0	Not Met

PART IV. ANALYSIS OF THE DATA

Demand Indicators

NMA demand indicators have stayed Healthy for the past three years. Noted in the 2013-2016 CPR for NMA, it was stated that the current benchmark used to calculate the Demand health is problematic due to the number of positions in the county not being a true reflection of the job market demand in the digital media fields for which the NMA prepares their graduates. The number of positions in the county has been changed and what was once an Unhealthy demand indicator is now truly reflected as a Healthy indicator.

Efficiency Indicators

Fill rates for NMA courses dipped 1.1% in 2017-18 from 68% to 66.9%. Nonetheless, in 2018-19, there was a 6% fill rate increase from 66.9% to 72.9%. Furthermore, BOR Faculty to Student Ratio has also increased over the past three years from 14:1 to 16:1, thus moving the overall health of the efficiency indicator from Cautionary to Healthy.

Effectiveness Indicators

As can be seen in the chart below, the New Media Arts program has done an outstanding job in increasing Fall to Spring persistence (counted towards health call); Fall to Fall persistence (not counted towards health call), and the number of unduplicated degrees awarded (counted towards health call).

Year	F to S	F to F	# of D&C
16-17	90%	58%	15
17-18	85%	75%	15
18-19	92%	89%	19

Program SLOs	Courses mapped to Program SLOs	Assessment Strategy/Plan for Improvement
1. Apply knowledge of the theory, history, and principles of design and/or animation. **2. Apply successful problem-solving skills** utilizing industry standard applications, technologies, and techniques in the creative and technical production process. **3. Participate as a team member** to make collaborative decisions toward shared objectives with civility, interpersonal skills, and a respect for cultural diversity. **4. Communicate effectively** both visually and verbally in the classroom, community, and/or industry. **5. Synthesize** the concepts and skills in the creation of a culminating project that integrates conceptual thinking and aesthetic application.	*All NMA courses map:* 1. *ART 112 Intro to Digital Arts* 2. *ART 120 Intro to Typography* 3. *ART 125 Intro to Graphic Design* 4. *ART 126 Intro to 3D Computer Graphics I* 5. *ART 127 Graphic Symbolism* 6. *ART 128 Interface Programming I* 7. *ART 129 Corporate Identity* 8. *ART 156 Digital Painting* 9. *ART 157 Film Analysis and Storytelling* 10. *ART 159 History of Communication Design* 11. *ART 202 Digital Imaging* 12. *ART 212 Digital Animation* 13. *ART 226 3D Computer Graphics II* 14. *ART 229 Interface Design I* 15. *ART 246 3D Computer Graphics III* 16. *ART 247 Lighting and Rendering* 17. *ART 249 Interface Design II* 18. *ART 256 Digital Compositing* 19. *ART 257 Motion Graphic Design* 20. *ART 258 Interface Programming II* 21. *ART 284 Animation Studio* 22. *ART 285 Interface Design Studio* 23. *ART 293 Internship* 24. *ART 294 Practicum in Digital Arts* 25. *ART 295 Design Portfolio* 26. *ART 296 Demo Reel Development*	*Through conversations and assessment of Program SLOs, NMA determined:* *Maintain with an added commitment to catch underachieving students. Continue to encourage student research, the creative process, and engagement with the design and/or animation industries and to reflect upon their learning as they integrate their new knowledge into their assignments.* *Continue to integrate industry standard technologies and techniques in the classroom and to help encourage student problem solving via self- learning, research, and taking advantage of available resources.* *Maintain. Continue to work with students to succeed in team projects and critiques. Encourage students to go above and beyond in presenting their capstone work to compete with industry.*

PART V. CURRICULUM REVISION AND REVIEW

Over the three years of this CPR, 100% of the current New Media Arts courses were reviewed and updated in compliance with the College's self-imposed five-year update "window" and successfully passed through the curriculum review and approval process. Older NMA courses were either made inactive or deleted.

PART VI. SURVEY RESULTS

Over the three years of this CPR, no surveys were administered specifically to New Media Arts students. Key surveys that solicited and compiled information from KCC students presumably included large numbers of New Media Arts majors but it is impossible to disaggregate this information to gain accurate feedback about the program. The lack of readily available data within this category, as well as the lack of a concrete methodology to assess student satisfaction on campus specific to the New Media Arts, highlights the need for stronger program-specific survey assessments. Due to the small nature of the NMA program along with the cohort model and subsequently small class sizes, NMA faculty have relied upon their rapport and close relationship with their students to gather informal feedback via in-class discussions, student group meetings, interviews, emails, and anecdotal conversations outside of the classroom.

PART VII. ANALYSIS OF THE PROGRAM

Alignment with mission

The NMA Program is in alignment with the following guiding documents:

KCC Mission Statement 2015-2021
- provides students from Hawaii's diverse communities open access to higher education opportunities in pursuit of academic, career, and lifelong learning goals.
  - o The New Media Arts program at KCC provides students with industry standard digital labs to help them achieve their career goals.
  - o Our AS degrees offer the highest quality education for Web Design and 3D Animation in Hawaii with employment numbers to verify.
- Offers high quality certificate, associate degree, and transfer programs that prepare students for productive futures
  - o The work we have done to align with the goals of UH West Oahu helps NMA graduates easily and productively transfer.

Current Situation: Internal

Internally, the NMA program faces the challenges of staffing, workload, program coordination, and curriculum revisions/updates.

- Staffing: staffing continues to be a concern for New Media Arts. NMA full-time faculty cannot teach all of the courses listed as part of the two degree requirements, and finding qualified lecturers with the necessary skills continues to be a challenge. Furthermore, retaining both full-time faculty and lecturers is difficult since the pay scale is so low in comparison to the high salaries offered in the industry.

- Workload: due to the rapidly evolving, dynamic nature of the field, teaching within the NMA program requires an unusually high amount of research and technical preparation time. NMA faculty often spend on average 10-15 hours per week of additional preparation time researching and learning new media technology, and therefore require a teaching load reduction.

- Program Coordination: program coordination continues to be an area of concern due to the nature of the program, the unique challenges faced, and the subsequent amount of time and attention required to coordinate the program. The duties of coordinator are not limited to simply coordinating the program, but also include increased grant writing.

- Curriculum Revisions/Updates: NMA faculty continue to update and improve the curriculum. Both the animation and interface design curricula and all NMA courses have been recently revised and updated. Additional updates to ensure a smooth transfer to the UH West Oahu Creative Media degree program has involved additional complicity.

Current Situation: External

Externally, the NMA program is affected by the local economy and employment in the fields of animation/motion graphics and interface design. These industries continue to grow here in Honolulu, with graduates consistently being employed by several local businesses.

Alignment with Mission: Strengths and weaknesses based on analysis of data

The NMA program is in alignment with its mission statement – prepare students for employment in the fields of animation and interface design including web design and the converging industries that require advanced skills in digital multimedia design and production.

Our effectiveness indicators show a healthy successful completion rate that indicates they are prepared for employment at the end of the program.

While web design jobs are ample, the graduates from the Animation program have fewer opportunities in Hawaiʻi. Our new curriculum that includes motion graphics and compositing will prepare them for jobs that are more available locally.

Our partnerships with UHWO will also help in preparing students for future careers. The NMA Animation track prepares them to transfer to UHWO for additional studies for careers in the Digital Gaming field.

Evidence of Student Quality

The NMA program has continued to demonstrate academic excellence both locally and nationally, in both the Animation and Interface Design specializations. Multiple Pele Awards, which recognize the best in Hawaiʻi industry achievements, have been garnered by NMA student work over the past three years. Since 2016 the NMA program has also achieved four prestigious national ADDY awards in Animation/Motion Graphic Design, Illustration, Website Design, and Packaging Design. The American Advertising Award (ADDY), which recognizes and rewards creative excellence, is the industry's largest

and most representative competition.

Resource Sufficiency

Although staying at the front edge of technology is a continual challenge, we have kept the three New Media Arts labs up-to-date with current industry standard hardware and software. We have found skilled lecturers to teach, and we have four highly qualified full time faculty.

In order to sustain this quality of teaching, professional development funds need to be earmarked by the college to help the faculty keep current. The lab equipment and software need to be maintained regularly and upgraded in 3-year cycles. Outside of class lab hours need to be maintained by lab assistants.

As technology for distance education advances, we are looking forward to moving more classes to the online format. Two sections of ART112 have been moved to online, and other classes are being prepared for hybrid-online instruction. While we feel that the face-to-face experience with the instructor, as well as with classroom peers, is essential for success in the program, we recognize the growing demand for quality, rigorous online content.

At the end of each academic year, NMA faculty meet to assess a random sampling of student work using the NMA advisory board approved SLO assessment grid (Appendix C). Based upon the results from the cumulative assessment scoring, NMA faculty examine each SLO and use the course grid to figure out how the curriculum, on both the program and course level, can be modified in order to improve the program and student learning outcomes. All results are documented and shared with the campus and accreditation bodies. The first NMA program SLO assessment and improvement meeting was in May of 2009 and continues annually.

The formal program SLO assessment process is one of several tools for reflection and program improvement. It coincides with course-level assessment, monthly NMA program meetings, NMA curriculum sub-committees, feedback from NMA students, and input from our NMA Advisory Board.

Next Steps in Assessment and Improvement Strategies:

The "Next Steps in Assessment and Improvement Strategies" from the last Comprehensive Program Review suggested that all students in the graduating cohorts could be evaluated to increase the reliability of the data set. That was carried out in 2014-15. These numbers reflect scores for all students. This larger data sampling will be continued in the future.

The Arts & Sciences unit is backwards from the rest of KCC in that four departments primarily contribute to one very large academic program as well as several smaller ones. Consequently, as a result of extensive dialogue by the Deans Advisory Council on the CPR, a decision was made that the Tactical Action Plan for Liberal Arts and other programs housed in Arts & Sciences should mirror that of the Arts & Sciences academic cluster. Special strategies that meet the needs of specific programs such as NMA, have been added into a second "Strategies" section below.

Assessment Schedule 2020-2025
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.

Course Prefix and Number	All Student Learning Outcomes Assessed
ART 112 Intro to Digital Arts	F2021
ART 120 Intro to Typography	F2022
ART 125 Intro to Graphic Design	F2022
ART 126 Intro to 3D Computer Graphics I	F2022
ART 127 Graphic Symbolism	F2022
ART 128 Interface Programming I	F2022
ART 129 Corporate Identity	S2020
ART 156 Digital Painting	F2022
ART 157 Film Analysis and Storytelling	F2023
ART 159 History of Communication Design	F2020
ART 202 Digital Imaging	F2021
ART 212 Digital Animation	F2022
ART 226 3D Computer Graphics II	F2020
ART 229 Interface Design I	F2021
ART 246 3D Computer Graphics III	F2022
ART 247 Lighting and Rendering	F2022
ART 249 Interface Design II	F2020
ART 256 Digital Compositing	F2023
ART 257 Motion Graphic Design	F2021
ART 258 Interface Programming II	F2021
ART 284 Animation Studio	F2023
ART 285 Interface Design Studio	F2023
ART 293 Internship	F2022
ART 294 Practicum in Digital Arts	F2022
ART 295 Design Portfolio	F2022
ART 296 Demo Reel Development	F2022

PART VIII. TACTICAL ACTION PLAN 2020-2025

Mission Statement: The New Media Arts (NMA) program seeks to prepare students for employment in the fields of animation and interface design including web design and the converging industries that require advanced skills in digital multimedia design and production.

Will update CPR to reflect 2022-2028 as the current strategic plan only runs 2015-2021.
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STRATEGIC OUTCOMES (KCC Strategic Plan)	A Graduation B Innovation C Enrollment Growth D Modern, Sustainable, Teaching and Learning Environments

Performance Measures	Outcomes	Strategies to Achieve Performance Measures
	Outcome 1: (A) Increase annual CA and degree completion by 5% from 1513 to 2129 (B) Increase annual Native Hawaiian CA and degree completion by 5% from 234 to 329	**Strategies for Outcome 1:** (A) Inform students of the advantage of following through to degree completion. (B) Keep a particular eye on degree completion by Native Hawaiians.
	Outcome 2: (P) Implement the KELA model and complete two cycles of program learning assessment (2023, 2025) and report on two cycles of course learning assessment.	**Strategies for Outcome 2:** (P) Complete the program learning assessments and course learning assessments for the appropriate cycles.
	Outcome 3: (E) Increase annual enrollment from feeder schools by 2% from 794 to 894.	**Strategies for Outcome 3:** (E) Continue recruitment through campus visits and tours and career fairs. Work with the UH system for greater visibility of program.

STRATEGIES (New Media Arts)	1. NMA will continue to work with the A&S academic dean to seek funding for major upgrades to the labs and special projects to assist in achieving standards. 2. NMA will maintain its NMA website, providing information including visual samples and exhibition space for NMA graduates of their demo reels and multimedia portfolio. 3. NMA will collect data from graduates to help track where they go after graduation and to assess student success after completion of their degree. 4. NMA will continue to host the annual Demo Reel and Design Portfolio Presentation Event 5. NMA faculty members will give presentations at high school career fairs and professional conferences. 6. NMA faculty will try to resolve staffing challenges by continuing to work toward replacing recently resigned NMA

	full-time faculty and someday offering a new full- time position in NMA Animation.
MEANS OF ASSESSMENT	1. Number of courses redesigned and programs reviewed 2. Number of declared majors 3. Number of degrees awarded 4. UHM transfer rate
INDIVIDUALS RESPONSIBLE	Faculty Department Chairs APT Staff Assessment Coordinator(s) Secretaries Deam

SYNERGIES WITH OTHER PROGRAMS, UNITS, EMPHASES, AND INITIATIVES	Maida Kamber Center CELTT, Library, & Testing Achieving the Dream Initiative and Title III Student Services CTE and Health Academic Clusters Ka'ie'ie and other 4yr Pathways OFIE and Service Learning Business Office Human Resources Office

PART IX. RESOURCE & BUDGET (2020-2025)

To align with the current budget allocation process, resource requests will continue to be made from the Arts & Sciences unit as a whole. Resource requests will be considered by the Department Chairs and Dean and prioritized on behalf of the Arts & Sciences unit. Such requests will be taken forward to the senior administration as prioritized requests.

Faculty positions left vacant due to resignation or retirement should be considered for recruitment. In some Arts & Sciences disciplines, particularly those which have been disproportionately impacted by retirements and resignations, faculty leadership will help to better position the college for continued growth. Other resources to support program goals around transfer, persistence, and graduation will be needed.

Part VII. Financials

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

Fiscal Year	Budget

FY 2019-2020	See Resources Section

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

Provide the program or unit's current resources.

Category	What is needed?	Justification
PERSONNEL		
Positions (Faculty)	4	
Positions (Staff)	4	
Positions (Lab Assistants/SECE funding)	5	oversee lab during open lab hours
OPERATING		
Supplies	**See Resources Section**	
Equipment	**See Resources Section**	
Space/Facilities	**See Resources Section**	
TECHNOLOGY		
Hardware	**See Resources Section**	
Software	**See Resources Section**	