

**ARIZONA PUBLIC MEDIA®**  
**COMMUNITY ADVISORY BOARD**

Thursday, September 19, 2013  
1125 N. Vine Street, Room 102

**MEETING MINUTES**

**CAB: Chris Helms, Eugenia Hamilton, Florencia De Roussel, Steve Alley, Ron Bornstein, Bill Bowen, Jennifer Casteix, Nance Crosby, Pamela Doherty, Michael Dunne, Chuck Ford, David Iaconis, Fred Johnson, Jim Jutry, Anne Maley, Jim Murphy, Andrew Schorr, Cita Scott, George Steele, Cristie Street**

**Emeritus: Betsy Bolding, Judith Brown, Dan Cavanagh, Andrew Greeley, Ellen Poulsen**

**Absent: Kristin Almquist, Edith Auslander, Karen Christensen, Stephen Golden, Kent Laughbaum, Tsianina Lomawaima, Katy Murray, Harold Paxton, Jaime Gutierrez**

**AZPM Staff: Jack Gibson, Enrique Aldana, Kimberly Heath, Jackie Kain, Laura McKee, Fran Sherlock,**

- I. Meeting was called to order at 12:03 p.m.
- II. Fall 2013 Sizzle Reel was shown
- III. Welcome and Introductions
  - Teri Thompson, Senior VP University Relations
  - Morgan Abraham, ASUA Student Body President
  - Karen Borek, Ph.D.
  - Paul Lindsey (telephonic appearance)
- IV. Eugenia Hamilton conducted a brief overview of the new Agenda format to be followed.
  - 3 years ago AZPM implemented a strategic plan. As a way to involve all CAB members who were not involved in the beginning process; we will devote each meeting to one major strategy from the strategic plan in order to give a clear understanding of the goals, where we are in relation to those goals and what the next challenges are.
  - Today's meeting will cover the financial portion of the strategic plan after Teri Thompson discusses the University's strategic plan.
- V. Teri Thompson presented the University of Arizona's strategic plan "Never Settle"

- One CAB member voiced objection to the “Never Settle” theme and excused herself from the meeting.
- Timing is right for a new strategic plan with a new president with new goals.
- The plan is organized around three pillars: Engaging, Innovating, and Partnering; all three pillars lead to Synergy.
- Initiatives and broad goals fall within each pillar.
- Engaging:
  - Recruit & retain a diverse student body who represent the state, national, and global demographic landscape
  - Optimize student access/success;
  - Provide students with a dynamic educational experience;
  - Graduate individuals who will be sought out by the best employers & postgraduate programs;
  - Graduate individuals ready to engage in productive lives and personally satisfying work.
- Innovating:
  - Promote core strengths to address grand challenges
  - Expand opportunities for interdisciplinary collaboration
  - Hire, nurture, and retain a diverse, outstanding faculty
  - Attract, educate, and engage first-rate doctoral students
  - Diversify external sources of research support
  - Improve support for the development of major proposals and new initiatives
  - Expand strategic external partnerships
  - Decrease pre-award preparation time and speed post-award access to funds
  - Improve recognition for interdisciplinary research in promotion and tenure process.
- Partnering:
  - Better adapt our land-grant mission for the 21<sup>st</sup> century, including a global strategy
  - Expand, develop, and sustain community and industry partnerships, locally and globally, via innovative programs
  - Increase capacity in critical and emerging fields such as education, health sciences, STEM, and cultural competence
  - Align output with workforce and knowledge needs in our region and around the world
- Synergy:
  - Elevate interdisciplinary collaborations
  - Build on and strengthen the diversity of our community
  - Expand global connections and deepen regional roots
  - Optimize our physical resources and virtual reach

- Implement a business model that rewards productivity, effectiveness, and entrepreneurship

## VI. Management Report

- Audience & Content Development:
  - May TV sweeps: full week viewership for PBS6 -3%; ReadyTV +172%; Nat'l avg -2%; PBS6 performed 24.7% better than national average
  - July TV sweeps: PBS6 -4% full week viewership; PBS Kids +61%; overall, AZPM TV properties improved viewership by 8% over July 2012
  - Spring Radio Survey: NPR 89.1 12+ demo TSL +10.4%; share n/c; 50+ demo TSL +3.7%; share +15.3%
  - Classical 90.5 12+ demo Cume +6%; TSL =19%
  - Online AZPM.org average page views/day 4,666 -7.2% compared to July (below the 10% decline traditionally seen in the first 2-3 months following launch of a new site); average time per visit 1:40 which is +17.7%; the number of stories posted is +6.7% over 2011
  - Social Media: Twitter has 5,259 followers which is +3.4% over August, 2010; Facebook demos: rank #1 (35-44); #2 (25-35) and #3 (45-64)
  - Several items in production:
    1. AZ Illustrated new studio set will premier in late September
    2. Wild West (pilot) "Raptors" for November 2013
    3. TRAUMA, a one-hour documentary is in production for February, 2014
    4. AZ Illustrated/Weekend is in development for early 2014
- Financial Responsibility and Sustainability
  - Beach Fleischman, PC was selected as AZPM's new audit firm
  - CAB member David Iaconis, who is a shareholder at Beach Fleischman, has resigned his seat on the CAB
  - FY'13 results were provided in the agenda packages
- Developing our People and Our Culture
  - Mark Channell has been appointed Associate Director of Development; Julie Ben-Yeoshua has been appointed Development/Underwriting Program Coordinator
  - John Booth has been appointed Executive Producer, effective 10/14
  - Recruiting is underway for the News Director.
  - AZPM staff received 14 Emmy nominations
- Strategic Partnerships Centered on Original Content Production

- Peg+Cat, the new PBS Kids animated preschool TV series, will premier at the Children's Museum Tucson Love of Literacy event on 9/28 and will team up with Whole Foods during the month of October to promote healthy eating habits for children
- AZM celebrates Hispanic Heritage Month from 9/15-10/15. The Tucson Hispanic Chamber of Commerce will represent a clip from Latino Americans at their monthly chamber luncheon on 9/19
- American Graduate Day 2013, a 7-hour national broadcast and outreach event will air on 9/28 on the UA Channel, PBS6 and WORLD. This focuses on getting kids into college.
- AZPM will be an inaugural sponsor of the first annual SBS Downton Lecture Series on "Happiness" beginning Oct. 16<sup>th</sup>.
- Developing the Best Use of Technology
  - WARN Grant – MLB generator/UPS project should be complete in early September
  - Redundant TV/Radio Master Control HVAC is our #1 capital priority. Radio tech upgrade will follow HVAC upgrade.
  - KUAS-FM 88.9/Sierra Vista – we are working with engineering consultants to develop optimal approach
  - We have an intensive Capital Budget for FY'14

#### VII. Consent Agenda Items

- Minutes from the May 2, 2013 CAB meeting:
  - Ron Bornstein motioned to approve; Chuck Ford seconded the motion. There were no objections; therefore, the minutes from the 5/2/13 meeting were approved as submitted
  - Minutes from all committee meetings were included in the pre-meeting email and no approval was needed

#### VIII. Old Business

- Public Radio Capital (PRC): Two representatives from Public Radio Capital addressed the CAB earlier this year to discuss their 5-year projections of how AZPM's radio stations are expected to perform from the standpoints of audience and revenue.
- We have received a provisional license from the FCC to build a new NPR FM station in Sierra Vista.
- There are reception issues in northwest Tucson, especially for NPR 89.1.
- We have applied to the FCC for an increase in power from 50 to 250 watts for Classical 90.5's 89.7 FM translator that serves northwest Tucson.
- We have asked PRC to do identify any FM frequencies that might be available for acquisition so as to better serve our listeners in northwest Tucson.
- We are considering multiple alternatives to increase the reach of NPR 89.1.

IX. New Business

- Strategic Discussion: Financial Reporting
  - A change has been proposed for financial reporting to the CAB
  - Pros and cons of the balance sheet approach
  - Continue to provide the traditional report in the books only
  - How to best articulate the financial position with complete transparency at the same time communicate the need to meet financial growth objectives
  - Deficit budget likely for FY'14, FY'15, and FY'16 to provide financial resources to meet strategic growth objectives
- Strategic Discussion: Revenue Generation
  - Membership program: the job of membership is to convert viewers and listeners to members. This is done by telemarketing, email, direct mail, on-air campaigns. The trends from 2011 and 2012 were shown for gross revenue, renewal gifts, and average gift amount with all showing a positive increase, especially in retention of current members.
  - Underwriting (corporate support). The total dollar amount of contracts signed from 2009 through 2013 (current) were compared as was cash collected for the same period. 2013 is ahead of all other years. Cash collected follows the trends of contracts written.
  - Underwriting is focusing in on the following categories for FY'14: automotive, healthcare, and financial services.
  - We are currently at a 75-80% retention rate of clients.
  - Development (major and planned gifts). Jack has 88 major donors he will spend time with.
  - We look to engage the CAB for development purposes; develop and implement a planned giving campaign with assistance from PBS; and develop and implement an on-air planned giving campaign with our major donors.
  - Upcoming Events & Fundraising:
    1. Behind the Scenes Tours are schedules
    2. In-home events
    3. Preview Screenings
    4. Volunteer Appreciation Event
    5. Holiday Tea for CAB and major donors.
  - Fundraising Initiatives (major, program & capital gifts:
    1. Individuals
    2. Private and Family Foundations
    3. Science Producer/Reporter
    4. Health Producer/Reporter
    5. Funding for *Wild West* (w.t.)
    6. Build out of radio studios
    7. News/Radio TV equipment

- The role of CAB in revenue generation (discussion)
  1. The bottom line on revenue:
    - a. We have been achieving our bottom line numbers by holding the line on expenses.
    - b. It has been effective and necessary, but now we need to think strategically about growth and generating more revenue
    - c. Our revenue centers have good results which tells us that we have a great opportunity
    - d. Our CAB member involvement is critical in revenue generation going forward
  2. What can the CAB do to help increase the revenue and participate in the fundraising and underwriting process.
- Success Indicators.
  1. 4 key elements to the fundraising process: Identification, cultivation, solicitation, stewardship.
  2. Identification is already being done through the AZPM database
  3. Cultivation is building relationships with donors – moving them along the continuum of their giving and stimulate their interest
  4. Solicitation for is when a donor is ready to be asked we give them an opportunity to get involved
  5. Stewardship is underscoring how we appreciate that they do and how much of a difference their funds are making
- What's Required:
  1. Ability to tell the story
  2. Ability to share enthusiasm
  3. Fundraising Activity checklist was distributed; all CAB members were asked to complete it and return to Laura

X. Other Business

- Meeting evaluations will be sent electronically
- Next CAB meeting 11/21/13 at 11:30 a.m.
- No other business from the floor

XI. Adjourn