

**ARIZONA PUBLIC MEDIA®**  
COMMUNITY ADVISORY BOARD

Thursday, January 15, 2015  
1125 N. Vine Avenue, Room 102

**MEETING MINUTES**

**CAB: Eugenia Hamilton, Kent Laughbaum, Cristie Street, Kristin Almquist, Karen Borek, Ron Bornstein, Jennifer Casteix, Florencia DeRoussel, Lois Eisenstein, Michael Finnegan, Chris Helms, John Hildebrand, Fred Johnson, Laura Todd Johnson, Jim Jutry, Paul Lindsey, Roxie Lopez, Anne Maley, Jim Murphy, Harold Paxton, Hope Reed, Jill Rosenzweig, Cita Scott, George Steele,**

Telephonic Attendees: **None**

**Absent: Bill Bowen, Chuck Ford, Tsianina Lomawaima, Issac Ortega, Andrew Schorr, Susan Tarrence**

**Guests: Deborah Corcoran, Nance Crosby, John Escher, Michael Finnegan, Lynn Nadel**

**AZPM Staff: Jack Gibson, Enrique Aldana, Mark Channell, Kimberly Heath, John Kelley, Mary Paul, Romi Wittman**

- I. Chair Eugenia Hamilton called the meeting to order at 12:03 pm.
- II. The video *AZPM 2014: A Year in Review* was shown.
- III. The following guests were introduced and welcomed: Michael Finnegan, Associated Students of the University of Arizona; Deborah Corcoran, UA Internal Auditor; Dr. Lynn Nadel, AZPM Task Force Chair and UA Faculty Senate President  
  
The meeting will focus on three areas:
  - Committee Reports
  - Philanthropist Listening Panel
  - UA/AZPM Task Force
- IV. The consent agenda items were reviewed. Ron Bornstein moved to accept the minutes of the November 20 meeting; John Hildebrand seconded the motion. The minutes were approved as written.

## V. Committee Reports

### a. Audit Committee – John Escher, Chair

- Mr. Escher thanked committee members Kent Laughbaum, Fred Johnson and Cristie Street for participating in the audit process.
- The auditing firm Beach Fleischmann granted AZPM's financials an unmodified audit opinion (changed from unqualified). There were no negative comments whatsoever.
- Mr. Escher commended Jack Gibson and Kimberly Heath on an excellent job in keeping the books and records so well organized. Two sets of books must be kept simultaneously to satisfy the UA (cash basis) and the Corporation for Public Broadcasting (accrual basis); the two sets balanced perfectly.
- Mr. Escher would be happy to answer any questions with respect to the audit.
- The audit report has been posted on the AZPM website.

### b. Community Engagement – Jennifer Casteix, Chair

- The purpose of the committee is to Increase AZPM's visibility in the community.
- Screenings and upcoming activities include:
  - Preview screening of *The Italian Americans* – Tuesday, February 10 at the Center for Creative Photography
  - Community Interactive: Education – Thursday, February 12 at Rincon High School auditorium
  - Tucson Festival of Books
    - AZPM will have a tent on the mall throughout the festival.
    - AZPM talent will make appearances throughout each day.
    - 2-3 studio tours per day will be conducted.
    - A Book I Love will be featured again this year.
    - Volunteers are needed for both days.
  - A preview screening of Ken Burns' ***Cancer: The Emperor of All Maladies*** will be scheduled for late March.
  - AZPM's original companion piece (working title ***Unfinished Business: Cancer***) will feature a community outreach component.

### c. Development – Roxie Lopez, Chair

- Ms. Lopez reported briefly on recent Development events, including:
  - Holiday Tea
  - ***Downton Abbey*** preview
  - Planned Giving initiative
- Gift revenue is up 25.1%.
- Ms. Lopez extended her thanks to those who participated in the group exercise of identifying potential donors. Enrique Aldana and Mark

Channell are available to set up appointments. CAB members were encouraged to call the AZPM development office with names of potential donors.

- Next steps were discussed. Potential donor names submitted were vetted against the donor database. Envelopes for those prospects are included in the meeting packets of CAB members who made the nominations. Mr. Aldana, Mr. Channell and/or Mr. Gibson will be available to attend meetings at the potential donors' convenience.
- A behind-the-scenes tour is scheduled for late February.

d. Governance & Board Development – Nance Crosby, Chair

- There are currently two open seats, but the committee is looking at a multi-year pipeline. There will be 5-8 openings over next several years. The committee has created a pool of really good candidates; the current prospect roster has more than 70 names.
  - Ms. Crosby thanked committee members for their work in compiling the prospect list. She also thanked Paul Lindsey, Jim Murphy, Jennifer Casteix and Karen Borek for suggesting potential candidates, and asked CAB members to continue sending names for consideration.
- The profile of the ideal CAB member includes:
  - Strong belief in public media.
  - Dedication to AZPM-caliber programming.
  - Strong presence in community, wide sphere of influence, different constituencies, cultural/ethnic diversity.
- The committee would appreciate any input regarding the Board opportunity briefings and asked the CAB to think about the following questions:
  - What would you like to have known before coming onto board?
  - What criteria would you add to profile?
  - Suggestions for invitees?

e. Strategic Planning – Ron Bornstein, Chair

- Mr. Bornstein thanked his fellow committee members for all their active participation and great ideas.
- The committee's charge is to review the current strategic plan, variances, adjustments, metrics, and create a dashboard of key indicators of health/success. Areas of focus include:
  - Audience engagement (AZPM's programming)
  - Visibility and financial stability
  - Audience awareness (appreciation of AZPM value and investments therein)
  - Communications (what AZPM does and what it can do)
- The committee met in December and again in January. Topics discussed included:

- Briefing on Task Force from committee members Stephen Golden and Eugenia Hamilton, who also serve on the Task Force
- Current strategic plan
- Dashboard metrics
- Donor listening panel
- Targeted communications
- Formalized values/research project
- Staff is on task with respect to the budget and is dealing successfully with budget realities.
- The committee is hoping for a successful outcome and positive recommendations from the Task Force.
- The Task Force is looking to the Strategic Planning Committee for guidance as to understanding the nuances of what AZPM does and how it does it.
- Ms. Hamilton encouraged CAB members to read the committee's meeting minutes, which include an excellent report on Task Force activities.

#### V. Old Business

- In the interest of time, Old Business topics were tabled.

#### VI. New Business

##### a. Anne Maley – Philanthropic Listening Panels

- Ms. Maley met with 8 major donors to solicit their feedback on the following questions:
  - Can we raise additional \$2M to make up cuts?
  - What do donors want, who are they, and what are they thinking?
  - What organizations are top non-profits in Tucson?
    - Angel Charities, Boys & Girls Clubs, Casa de los Niños, YMCA, Tucson Medical Center, Tucson Symphony, AZPM
- Donor responses with respect to the budget cuts included:
  - Messaging of the budget cut was handled poorly by both UA and AZPM.
  - AZPM didn't tell our story adequately; people still don't understand the impact of the cuts.
- Ms. Maley reported that major donors on the listening panel stated that they were confident that an additional \$400,000 could be raised annually, but that raising an additional \$2M each year would be very challenging.
- Donor opinion is that AZPM hasn't asked enough or for enough.
  - The Development team and Jack Gibson need to be more visible out in the community.
- Donors want to hear specifics: what their donation means, how much it costs to produce a program, how much it costs to air a program.

- Most of the donors consulted do not want recognition, but they are happy for AZPM to use their name if it would help in leveraging additional funds or obtaining matching gifts.
- Establishing giving levels helps in fundraising because people do want to know who gives and at what level.
- A clear, obtainable plan needs to be crafted, and the need broken out so that donors can see the needs and what their money is to be used for.
- Some donors appreciate what \$x means to the organization – what, specifically, a given amount will pay for.
- Donors loved the new annual report; the size, photos of the CAB, less text. They were happy to hear that annual report was underwritten by a donor.
- Most major donors are at the \$1,000-2,499 level, and most would have no problem going up to \$2,500 level, but we haven't asked. If all donors moved up one level, we would eradicate this year's cut. The Development team is working on a plan to move people from one level to the next.
- AZPM needs names, connections and introductions. Personal connections help; most donors are pleased to share the amounts they give to help others gauge how much to give.
- Many people are flattered to be asked for money.
- Eugenia Hamilton thanked Ms. Maley for taking time to form the listening panel and obtain the feedback.
  - Nance Crosby commented that the Board and the Development team committed to providing a target list and asked for clarification on what to do differently and what is being asked for.
  - Enrique Aldana responded that it's not that we're not asking – it's that we're not asking enough. For example 259 donors are sitting at the \$1,000 level. We need to do a better job of asking for more. We do thank them and communicate with them, but we need to meet one on one to ask how we can work together to fill a need, such as making the deficit go away or producing an original documentary. We want donors to feel vested in what we do. We need to ask more and in a more focused manner.
  - Jack Gibson added that it may be a perceptual issue. We know what we think we're asking, but donors are not hearing the "ask" in the same way. We are working on revising our messaging to make sure that what we think we're communicating is actually what they're hearing. Many donors have much higher capacity to give, but current stewardship activities don't result in increased giving. We are developing relationship-based programs to target key donors.
  - Lois Eisenstein added that there seems to be a sense of confusion about the UA cuts, and that people don't get that it's not a one-time thing, that it's a cumulative cut over several years. What can we do to improve our communications?

- We have to be clear on what our needs are in the big picture, and specify dollar amounts necessary to cover those needs. Donors need to see the impact of the cuts on original productions and operations. Too many donors have been sending in \$1K for years, and we've never asked them to increase.
- Board members will not be asked to solicit donations. Board members with development backgrounds may be comfortable with asking, but for most board members, all we want you to do is tee up the meetings.
- Giving tiers will be published in the Annual Report.
- George Steele commented that 100% of the Board members are donors. He suggested that donor status should be a formal, official requirement for board membership, and that 100% of current Board, emeritus members and board alumni should maintain donor status.
- Kristin Almquist asked if there is a script or any hints for Board members before they make the call. Enrique Aldana will provide a script and information to anyone who asks.
- Ms. Almquist also asked for advance notice as to who is participating in the upcoming radio campaign, and requested an elevator speech of how the budget cuts will affect the organization.
  - Four case statements are in development. The next radio and TV campaigns will be based on these case statements and the message points will be aired.
- Chris Helms expressed concern over the feedback that staff ought to be more visible in the community. Extra fundraising campaigns provoke complaints, so it's important that staff attend more community events.
  - One of the questions Ms. Maley asked donors was: what events do you attend? If you have an extra ticket, please invite Jack, Enrique or Mark, introduce them, and make connections.
  - Jennifer Casteix recommended that CAB members make a habit of mentioning that they sit on the AZPM Board when they are introduced to people and talk about what they do on the Board.

b. UA/AZPM Task Force Report

- Eugenia Hamilton introduced Dr. Lynn Nadel, Task Force Chair and UA Professor of Psychology. Dr. Nadel is also chair of the UA faculty senate and an AZPM supporter.
- The Task Force as Dr. Nadel sees it has multiple functions:
  - To mitigate the damage to the UA's public image following the announcement of the budget cuts.
  - To enable the University to recognize and take pride in AZPM as a benefit the University provides to the community. The Task Force is concerned that the UA administration doesn't take enough pride in AZPM. The UA needs to make a positive virtue of all the things AZPM does for the community and capitalize on the benefit of that

connection. The Task Force believes that AZPM should be in league with and touted as one of the UA's best assets, including the UA Tech Park, the bio tech program, Flandrau Science Center, etc. The budget situation will not reverse itself; it's pretty bad and may get worse. It's hard for UA to justify direct cash support when tuition dollars provide the largest amount of support to UA's operation.

- The Task Force members want to work in conjunction with the CAB to determine how AZPM can thrive in the future (whether that involves more or less interaction with the University), helping to stabilize the finances so that AZPM can continue to expand the good work being done, and developing a plan that will not only lead to greater financial stability, but also to a greater understanding on UA's part of what AZPM does.
  - E.g.: Online education – can AZMP's resources be of value?
  - Goal is a win-win outcome with a strengthened relationship with UA.
- The Task Force is just getting started and crystallizing what needs to be done. Dr. Nadel hopes that over the next 2-3 months the Task Force will have some recommendations. He is available to CAB members for questions, comments or feedback.
- The majority of the work will take place this semester, with the goal to submit a report by early May. The Task Force has already met four times.
- Roxie Lopez expressed her appreciation for what the Task Force has undertaken.
- Eugenia Hamilton is very hopeful for a successful outcome and believes that now the CAB can understand the nature of the work to be done.
- John Hildebrand commented that many of his colleagues perceive that AZPM is going to be okay, but that has to stop. People think they don't have to give because they think we're not hurting.
- Roxie Lopez responded that concrete examples to illustrate impact will help.
- Paul Lindsey added that Dr. Nadel's leadership has been tremendous. President Hart's directive is to look at every possibility. CAB is used to status quo; there are many other models out there to consider. The Task Force hasn't reached the point of look outside the box just yet, but there is a real desire on part of the group to think creatively of other ways we could be doing this. How the Task Force and the CAB are going to meld the product will need to be considered. Should the Task Force bring the report to the CAB first before submitting it to President Hart?
  - Eugenia Hamilton is dovetailing between the chief priorities set forth by the Strategic Planning committee and those of the Task Force. It would be helpful to the Task Force to see how we view priorities; perhaps a joint meeting between the Task Force and CAB would be appropriate. Every person on the Task Force is a fervent supporter. For them, it's not a question of whether AZPM will thrive, but of how.
- The Task Force roster was displayed.

- Kristin Almquist suggested including a short statement about the Task Force on the fact sheet for Development use.
- Jack Gibson added appreciation for the work the Task Force is doing and for Dr. Nadel's leadership in providing a meaningful service to constituency.

c. Management Report

- The winter sizzle video was shown
- Management's top priority continues to be audience engagement.
  - Last year's sweep was outstanding and will be hard to duplicate, but ratings are still up compared to the same time period in 2012.
  - National rankings will be available at the March meeting.
  - Top programs were reviewed.
  - Acquisition programs are programs not supplied by PBS; we have to purchase those programs with member dollars. Acquisition programs will be the first thing cut if the budget doesn't support.
  - Radio numbers for NPR and Classical were reviewed.
  - The classical music mix is being adjusted in response to listener feedback.
  - Online is showing tremendous growth; the bounce rate is down.
  - Original productions: In the first sweep since the format changed, *Arizona Illustrated* showed audience growth of more than 43%. Management would like to see that trend continue over the next several sweeps periods.
  - Visibility: *Antiques Roadshow* is coming back for a third visit to Tucson (on May 30. *StoryCorps* will be in Tucson in November and December.
- Finances were reviewed, taking into account the UA reduction. Projections are based on expense and revenue history over the last five years. Revenue shows straight, steady, upward trajectory; expense bounces a little depending on capital expenses. If we can stretch the UA cut timeline out to 7 years instead of 5, it would really help eradicate shortfall, *if* current revenue trends are maintained, especially with respect to Underwriting and Major Gifts. Different strategies will be employed in membership to grow sustainer giving.
- A brand-new January radio campaign targeting winter residents is underway. Some messaging speaks specifically to seasonal residents, asking directly for their support. The overall goal is to increase the listener-to-supporter ratio from 1 in 10 to 2 in 10.
- Organizational culture: Science, Arts and Culture producers are being sought.
- Partnerships: Given the new financial realities, AZPM can no longer produce community events without sponsorship support. Sponsorships and partnerships include:
  - *Downton Abbey* preview – Broadway in Tucson
  - Community Interactive – Community Foundation of Southern Arizona
  - Osiris REx – Lunar & Planetary sciences
  - The College of Science lecture series kicks off January 26. AZPM is the production partner, recording, live streaming and archiving.



- Technology: The radio renovation is in the planning stages. A tech upgrade is underway now that the new HVAC unit has been installed in Master Control, which includes moving satellite equipment and consolidating technology in the cooled space. In response to the Task Force's recommendation, renovation options so that changes made can be portable are being considered.
- *The Italian-Americans*, a new mini-series exploring the contributions of Italian immigrants to American culture and society, will be aired February 17 and February 24.
  - A preview screening clip shown.
  - John Escher won the drawing to receive a DVD of 2-episode show.
- Ken Burns' new documentary on cancer and the local companion documentary was reviewed.
  - The local cancer documentary will cost \$2,000 per finished minute, for a total of \$60,000. \$30,000 in funds have been raised so far; a funding opportunity for an additional \$30,000 remains.
  - The premiere will include call-in opportunities to provide support resources to the community.

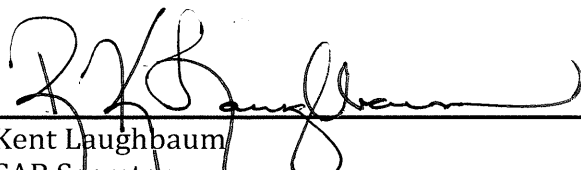
IX. Other Business

- Ms. Hamilton called for any other business from the floor; no additional business was introduced.
- An online meeting evaluation will be sent.
- Members were reminded to take only the current meeting materials from the front of the Board book.
- The Next Executive Committee meeting will be held Thursday, February 19. The next full CAB meeting will be held Thursday, March 19.

X. Adjournment

- With no additional business coming before the Board, Ms. Hamilton declared the meeting adjourned at 1:30 pm.

Signed this 19 day of March, 2015

  
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 Kent Laughbaum  
 CAB Secretary

