

ARIZONA PUBLIC MEDIA®
COMMUNITY ADVISORY BOARD

Joint Meeting of the Community Advisory Board and the UA/AZPM Task Force
Friday, May 15, 2015
1125 N. Vine Avenue, Room 102

MEETING MINUTES

CAB: Eugenia Hamilton, Cristie Street, Kristin Almquist, Karen Borek, Bill Bowen, Jennifer Casteix, Lois Eisenstein, Chuck Ford, Chris Helms, John Hildebrand, Laura Todd Johnson, Jim Jutry, Paul Lindsey, Roxie Lopez, Anne Maley, Jim Murphy, Harold Paxton, Hope Reed, Andrew Schorr, Cita Scott, Adrian Shelton, Susan Tarrence

Telephonic Attendees: Ron Bornstein, Fred Johnson, Jill Rosenzweig

Absent: Kent Laughbaum, Florencia DeRoussel, Tsianina Lomawaima, Issac Ortega, George Steele

Guests: SVP Teri Lucie Thompson, Dan Cavanagh, Nance Crosby, Michael Finnegan, Dr. Barbara Bryson, Dr. George Davis, Stephen Golden, Dr. Lynn Nadel, Hank Peck

AZPM Staff: Jack Gibson, Enrique Aldana, John Booth, Kimberly Heath, Jason Katterhenry, John Kelley, Mary Paul, Romi Wittman

I. Call to Order, Welcome and Introductions

CAB Chair Eugenia Hamilton called the meeting to order at 3:40 pm, welcomed all attendees, and asked for self-introductions.

SVP Teri Lucie Thompson reviewed highlights of FY14-15 and extended her thanks to CAB and Task Force members for the hours spent on behalf of AZPM.

II. Video: A Year in Review

III. Consent Agenda Items

a. For acceptance: Minutes of the March 19 Meeting. Paul Lindsey moved that the minutes be accepted as written. Jennifer Casteix seconded the motion; the minutes were unanimously accepted.

b. For acceptance: 2015 Meeting Schedule. Kristin Almquist moved that the meeting schedule be accepted. Lois Eisenstein seconded the motion; the schedule was unanimously accepted.

c. CAB Committee Meeting Minutes included in packet: Executive, Strategic Planning, Governance, and Financial Information Committees.

IV. Committee Reports

Governance and Board Development – Nance Crosby, Chair

One open seat remains for the current term in addition to two seats terming out and one student seat. The governance committee has worked since November to fill those seats. The committee created a pool of 70 possible candidates and held two community briefings for interested candidates. 17 people indicated interest in serving on committees or on the Board.

- a. The slate of CAB member prospects recommended for appointment are:
 - Lynne Wood Dusenberry, Steven Eddy and Paul Lyons; their term begins in September.
 - 17 prospects have been contacted regarding the roles for which they might best be suited.
- b. CAB Performance Self-Assessment
 - To be sent out via Survey Monkey the week of May 18. All members are requested to fill out the evaluation as completely as possible. The results will be discussed at the July meeting.
- c. Fall CAB Retreats (CAB/AZPM)
 - Planning retreats are being scheduled; one for CAB alone, one for CAB and AZPM staff.
 - Updates and revisions to the strategic plan may be necessary. Today's packets include the FY2015 Strategic Plan update, which is more a progress report than anything else. The recent internal audit prompted a review of the plan and assessment of progress.

Eugenia Hamilton acknowledged the members of the Governance Committee and thanked them for their energy and commitment.

V. Old Business

- a. Community Assessment: Measuring the Impact of AZPM. Station Manager John Kelley reported on the ascertainment process. Some activities have already been accomplished (e.g., the major donor listening panel). Member feedback is ongoing. Three areas (news, classical music and brand identification/identity) will be the focus of the upcoming assessment. It is hoped that the assessments will identify opportunities to serve and grow our

audiences, create an interactive relationship with audiences, and generate greater audience support.

- b. AZPM Dashboard Project: Jason Katterhenry explained the dashboard project and departmental metrics. The dashboard will be easy to update; each department can update its data at any time. More than 100 potential metrics were whittled down to a few key indicators of organizational health.

VI. New Business

a. UA/AZPM Task Force

- Task Force's Draft Report was discussed. Task Force Chair Dr. Lynn Nadel explained that the document is a draft and open to change. The document was a team effort; the core group did a lot of hard work, and the process was an open and transparent. The report is framed from the perspective that the best way forward is to strengthen the partnership between UA, AZPM and CAB. Dr. Nadel invited general discussion/clarification, then proposed a review of recommendations point-by-point and an explanation of intent.
- Roxie Lopez suggested changing "Tucson" to "Southern Arizona" in point #3 to represent the benefit to listeners in areas such as Sierra Vista. The proposed change will be made.
- Harry Paxton asked what thought was given to the criteria of the size of AZPM. The question was not considered, but the recommendations leave changing the size as a possibility. Hank Peck responded that the Task Force didn't have the time or expertise to make those kinds of decisions, but that attention should be paid and a contingency plan laid out.
- Dr. Nadel asked for feedback as to whether the Report makes sense and if there are any glaring omissions. Susan Tarrence asked for clarification on Recommendation #1's priority to maintain the present level of cash and in-kind support. The Task Force is requesting that no further cuts be made. The Task Force accepts the inevitability of the \$2M cut, but had hoped that a request to reconsider the cut could be made. When state announced the cuts to the University's budget, they realized there was no way to do that.
- Lois Eisenstein commented that, in general, the report was excellent on many important issues and expressed her thanks to the Task Force. She didn't see anything on the role of AZPM in legislative outreach, and asked what role AZPM could play in terms of influencing legislators. Barbara Bryson responded that although it is definitely part of media's role to inform the public, the UA can't suggest to AZPM that it try to exert influence because of editorial independence issues. The Task Force held detailed conversations about messaging to regents and legislature; there are clearly some responsibilities, but editorial independence must be considered. The External Affairs Committee could help. UA employees cannot make

political statements, but CAB members as private citizens can speak to these issues.

- Jim Murphy was struck by the report's positive tone and the clear recommendation for cooperation.
- Adrian Shelton thought the present level of cash support post-cuts is clear, and asked if there were thoughts about concrete expressions of priority. Lynn Nadel responded that the language was written with the understanding that no guarantee is possible. The goal is to confirm the UA's commitment that the success of AZPM is a priority and worthy of support. There is an element of simplicity in the recommendation; Lynn Nadel asked for thoughts about the wording/context of the statement. George Davis added that an acknowledgement from UA that a cut of this nature will have a severe impact is needed. It would go a long way if UA Foundation, who are in constant contact with benefactors, would commit to suggesting AZPM as a beneficiary.
- One of the goals the Task Force set was to correct the abundance of misinformation floating around and to outline the realities of what AZPM does. The Task Force's expectation and hope is that the community will understand that AZPM does more than just regurgitate NPR & PBS. Academic integrity and independence + editorial integrity and independence = a great team. Every time "a broadcast service of the University of Arizona" is heard, the nexus of the unity of these two organizations is reinforced.
- Chris Helms asked what was behind recommendation #4. The structural dimensions that link AZPM to UA were discussed at great length. The Task Force couldn't determine whether those dimensions are optimal, but could recommend investigating whether the physical space and the reporting arrangement are optimal for both parties, given the fiscal realities. The Task Force's objective was just to open the door, not to come up with specific solutions.
- Point #3 specifies that contingency plan(s) should be in place in the event of additional cuts. A "cut list" is not recommended. Efficiencies can always be realized, but there's not much going on that is excessive; most of what's going on is really high-quality.
- Dan Cavanagh commented that the UA is taking a look at funding from the legislature; does it come into long range planning that it might not be worth the trouble? Can AZPM model other university departments' fundraising efforts?
- Susan Tarrence commented on the potential adverse reaction of the viewing/listening audience.
- Anne Maley expressed concern about the wording of #1 and #2. It feels a little incongruent to ask for a commitment to maintain the present level of support and then to recommend working with foundation leaders. We don't want any more cuts, but even if more

cuts are not enacted it's still not enough. Hank Peck replied that although the Foundation is a separate entity, the UA does have a lot to say about the Foundation's priorities, and hopes that UA can substitute some fundraising for the lost funds. A simple word change would clarify both points.

- Karen Borek raised a question about the origin of the perspectives expressed on P. 3. The Task Force's interpretation of UA's perception is part of the message – those perceptions have never been quantified. The richness of AZPM's contribution to UA has been benignly ignored. The intention is to catalogue AZPM's contributions that UA should appreciate. Items #3 and 4 were taken from CAB surveys and interviews last fall. Paul Lindsey added that it became increasingly clear that this is a lot more complicated than any of the Task Force members realized. These things seem a little superficial, but they need to be addressed in more depth without jumping to conclusions. For example, AZPM's capital expense situation is unique and more like a business than academia in terms of capital expense. The budget cannot be cut and the organization expected to keep doing what it does at the same level. Even if no further cuts are enacted, the organization will still have to raise a lot more money to maintain production quality and quantity. The CAB hasn't really thought of itself as a fundraising group but, going forward, the CAB will have to start helping. George Davis observed that AZPM is a real business, which the power structures within University don't necessarily understand or support.
- Next steps were addressed. The Task Force is meeting again next week to incorporate CAB members' feedback and hopes to have final recommendations by the following week. Some recommendations may be to create follow-up groups, but following the submission of the report to SVP Thompson, the Task Force as it now stands will be disbanded.
- Lois Eisenstein remarked that the issues are indeed complex, but is skeptical about the suggestion to retain an independent consulting group. In her experience, consultants can be time-consuming and expensive and often the solutions are not worth the effort it took to get there. A study could also add an element of paranoia – media watchdog organizations may not feel any need for public media. Lynn Nadel responded that the point could be amended to be more generic, and simply recommend a process to study and propose, leaving out any reference to independent public media consultant.
- Adrian Shelton asked whether the CAB would have a role in that conversation. Any model proposed will have pluses and minuses, and points of intersections. This recommendation leapt out to her as well; it has some merit, but some peril as well. Handling is critical, and it should be discussed in depth.

- George Davis replied that part of the unique opportunity of assessment is that it won't include quality of programming, and suggested the language of the recommendation underscore how robust programs are. The recent internal operational audit took off the table any criticism of efficiency.
- The proposed third party assessment of governance prompted Chris Helms to remark that this meeting started with a picture of how good we are. He suggested not to try to fix what isn't broken. He would like the UA Foundation to put AZPM on its priority list.
- Laura Todd Johnson added that perhaps there is a missed opportunity with respect to the Board of Regents. She sees AZPM as the University, and suggested showcasing our efforts upward to ABOR with respect to Never Settle and making more of the land-grant mission.
- Cristie Street commented on #5 (Innovation Effort). A task force per se may not be necessary, but a brainstorming group to come up with clever and exciting new ways to leverage partnerships would be useful. No deliverable driving body, just a mind melding option. Out of that may come some exciting synergies.
- Paul Lindsey replied that the Task Force didn't start thinking of governance as a problem but discovered interesting major premise conflicts that should be addressed. An outside person might have reviewed similar conflict situations and could advise. Adrian Shelton added that where an organization sits in a university has an effect on how/where that organization's voice is heard. Understanding and managing the inherent conflict wherever that exists is necessary. That section will be reworded.
- Lynn Nadel thanked CAB members for their enthusiastic response and very helpful and valuable feedback.
- Eugenia Hamilton acknowledged Task Force members and thanked them for their work.

VII. Management Report

- a. Review of Strategic Progress
 - i. Audience Engagement
 - a. Ratings showed the biggest increase in many years.
 - b. Nielsen measurements will move from quarterly to monthly this fall and will move from diary to meter measurements.
 - c. NPR metrics showed an incredible increase.
 - d. Online growth continues in leaps and bounds.
 - e. Social media growth has also been incredible.
 - f. The biggest production focus was improving the quality of *Arizona Illustrated*.
 - g. Video highlights of the new *Arizona Illustrated* show were shown, and Executive Producer John Booth acknowledged.

- h. Projects in development include election planning; an original documentary on death and dying (fully funded for both production and community outreach); a joint project with the School of Music that examines the phenomenon of earworms; *Beyond the Mirage* (in partnership with CALS); and *Tucson Remembers: Vietnam* (fall of 2017).
 - i. *Antiques Roadshow* will be in Tucson on May 30; a behind-the-scenes production is in process.
- ii. Financial Sustainability
 - a. Revenues for Q3 look very good; the CPB timing variance was explained; membership is excelling in its aggressive budget.
 - b. Expenses are well-controlled; delayed capital equipment expenditures were explained.
 - c. Membership campaign data was shared. Goals are not arbitrary; if goals are not met, then operational expenses must be reduced accordingly. Membership's overall message point: move from 1:10 to 2:10 (1:5) over the next 5 years.
 - d. The Financial Information Committee examined projections and reviewed processes and assumptions at its last meeting. A formal vote of confidence was passed.
- iii. AZPM People and Culture
 - a. Staff promotions and new hires were announced.
 - b. CAB members whose terms are ending were thanked and acknowledged:
 - i. Jim Jutry is the longest-serving CAB member in CAB history.
 - ii. Jim Murphy served as committee chairs for several committees; some current members may have been recruited by Jim Murphy.
- iv. Strategic Partnerships
 - a. Listed in the update to the Strategic Plan included in the meeting packet.
- v. Technology
 - a. A renovation of the radio studio is currently underway. The current automation operating system is antiquated and is being upgraded. Redundant power and cooling systems have been installed. Hardware and software components are being installed. The renovation drawings are available for viewing after the meeting.
- b. The *About AZPM* video reel was shown.

VIII. Other Business

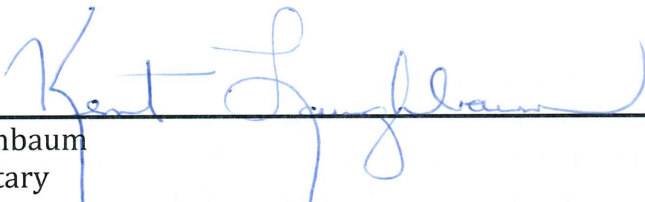
- a. Ms. Hamilton called for any other business from the floor.
 - Adrian Shelton commented that, in tandem with the positive preliminary independent audit report, AZPM's ratings and financial stability are very impressive. She asked if, following feedback from the

donor listening panel, factors that contribute to success in contribution rates could be identified. Original productions (both quality and quantity) have real value. Staff is careful not to overdraw conclusions, but when local productions out-perform national productions, that says something. The model is to build off of what the networks and PBS national are doing and make germane to our community. The ability to imbed mini-docs in *Arizona Illustrated* is becoming really valuable. Attention spans are shrinking; really rich stories at 5-6 minutes are attractive. Development staff is learning about how to ask for higher contributions from donors and the value of publishing a tiered donor list.

- Paul Lindsey requested a report that outlines the development plan and how the CAB can fit in for discussion at a future meeting.
 - Adrian Shelton added that another piece is increasing membership (both lapsed and new members) and asked whether factors that contribute to the success of those pitches can be identified. Audiences have gone up; membership is working both approaches to increase the size of the cumulative audiences – a key strategy in building out the radio station in Sierra Vista. Demographics in that area compare very favorably. Time Spent Listening correlates to growth in membership. Engagement at many levels builds brand loyalty and connection for membership support.
 - Lois Eisenstein agreed that an overall development plan presentation would be very helpful, and asked how AZPM plans to address the graying of the audience. PBS is great with preschool viewers and with 50+ but how can the younger adult audiences be increased? The short-term strategy is that the boomer generation is very generous; investment in online viewing and social media is geared toward younger viewers. Micro-gifts in quantity may be an avenue to be explored. It's time to strategize and test some new ideas.
 - Eugenia Hamilton added her appreciation for CAB members' commitment and called for any other business to be discussed.
- b. A Survey Monkey meeting evaluation will be sent.
- c. Eugenia Hamilton reminded members of CAB book protocol.

With no further business coming before the Board, Ms. Hamilton declared the meeting adjourned at 5:50 pm.

Signed this 16 day of July, 2015



Kent Laughbaum
CAB Secretary