

KHSU/KHSR TASK FORCE REPORT
2003/04

DRAFT #2

March 16, 2004

Introduction

In early February, 2003, HSU President Rollin Richmond convened a “town hall” meeting of KHSU constituents on the Humboldt State University campus to discuss the current status of station operations and to obtain a better understanding of the issues affecting the public radio community in KHSU/KHSR’s broadcast listening area.

As a result of that meeting, President Richmond asked that a Task Force be formed to develop a strategic plan that would guide station operations over the next three to five years. Initially, the Task Force was asked to focus on the following six tasks:

- Review the current KHSU Mission Statement
- Develop a statement of Editorial Principles to guide station/university interaction regarding programming
- Review the charter and by-laws of the Community Advisory Group
- Develop plans to increase public and private financing for the station
- Develop plans to increase student and faculty involvement with the station
- Develop plans to enhance local news and public affairs on KHSU/KHSR

The Task Force began its work in May, 2003. In September 2003, an interim report on Task Force progress was submitted to President Richmond. Through numerous communications with the president, including a visit with Task Force members in November, 2003, the group added several items to its report agenda including:

- Creating better communication between the station and the university
- Outlining the rights and responsibilities of station volunteers
- The inclusion of more diverse perspectives both on and off the air
- Defining the sound of the station as it relates to professionalism and station identity.

What follows is the initial draft of the Task Force report, which represents ten months of work. It is intended to be a **draft only** and will require widespread input before becoming a document that governs station operations and communications.

KHSU/KHSR Task Force Report

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The Campus Community and KHSU

With respect to KHSU, we strongly feel that the university can best carry out its mission of enlightening the public and fostering the arts, sciences and humanities simply by being a good steward of the public airwaves and promoting the production of high-quality radio. While KHSU is not currently structured or staffed to serve as an instructional entity, we recognize that there is room for the station to provide better outreach to the university's academic units and to the general campus community—particularly the student body.

Currently, faculty and staff are not-infrequent guests on several of KHSU's local public affairs programs (KHSU Homepage, Through the Eyes of Women, Thursday Night Talk, Econews Report), and campus events of interest to the public are regularly announced on the Community Calendar. To enhance and complement these efforts, we recommend that:

- station staff consult with the Office of Research and Creative Activities to maintain a database of faculty expertise for the purpose of 1) securing commentators and interviewees with relevant expertise in local, national and global public affairs, and 2) eventually coordinating a monthly short program or feature segment profiling the current research, scholarship, pedagogy and/or creative activity of HSU faculty (such a feature could easily be produced in conjunction with the office's monthly "Brown Bag Lunch" series);
- regular (twice or thrice-yearly) invitations be sent to Associated Students, academic deans (including the deans of Undergraduate and Graduate Studies), department chairs, the Director of Student Life, and bodies such as CCAT and the campus Multi-Cultural Center to identify notable student achievements and student-sponsored events, as well as articulate students who could discuss such events and achievements on-air;
- announcements and press releases from Community Relations continue to be sent to KHSU's Program Director (and/or, eventually, its News Director); and
- public service announcements regarding campus events of potential interest to the community be run not only on the Community Calendar, but during regular programming (alongside station IDs, underwriting announcements, weather forecasts and the like) as well.

In addition, it's clear that campus awareness of KHSU could (and should) be enhanced.

At a minimum:

- a prominent sign or banner advertising KHSU's presence in the Theater Arts building should be permanently affixed outside the station's ground-floor entrance to that building, while posters (on bulletin boards campus-wide) and banners (in locations such as the entrances to the Library and the SBS Building) should appear during pledge drives;

- KHSU's logo and a link to its homepage should appear on the front page of the HSU website;
- a member of the station staff should, as a matter of course, make a brief presentation at all HOP sessions, and a KHSU brochure and schedule should be included in incoming students' orientation packets;
- KHSU should advertise in the *Lumberjack* and on KRFH at the beginning of each semester, perhaps on a "payment in kind" basis; and in tandem with existing direct campus-mail development appeals to faculty and staff, some sort of fundraising event should take place in residence halls just before the Spring and Fall pledge drives, with special focus on a new, reduced-price, student membership category.

Additional recommendations pertinent to this topic may be found in the section entitled "Students and KHSU," below.

Students and KHSU

Station staff and the Department of Journalism have recently developed a Memo of Understanding that provides a mutually agreeable means of identifying journalism students of exceptional talent or promise and preparing them to meet the on-air production standards appropriate to a station of KHSU's size and character. We applaud this development, though in view of the fact that gifted students from many other disciplines have produced outstanding programming and have excelled in various on-and-off-air capacities for KHSU in the past, we feel that journalism students should not, as a matter of course, have privileged access to KHSU. We therefore recommend the following:

1.) Early every semester, all academic departments should be invited to nominate students who might be well-suited for work in various capacities at KHSU—production, engineering, research, writing, announcing, interviewing, deejaying, administration, bookkeeping and clerical work, development, publicity, graphic design, etc. Such “back-channel” communication could be complemented by scheduled classroom visits or after-hours colloquia in interested departments.

Pending the hiring of a Production Coordinator and/or Volunteer Coordinator at the station, the University should commit resources (perhaps from the office of the Provost) to assist the General Manager in conducting and overseeing such outreach.

2.) Since many students reside in the area only seasonally, new ways should be found for them to contribute flexibly to news and public affairs production at KHSU. Ideas include:

- Assigning students who have been identified via any of the means described above to write, report, and/or produce occasional news, sports and feature stories for use on the KHSU Home Page, other local public affairs programs, and/or local breakaway segments of nationally syndicated news programs such as Morning Edition and All Things Considered. While station staff might consider developing story ideas pitched independently, finished work submitted on a freelance basis, or work produced for KRFH, it might make more sense for staff to collaborate with faculty in journalism and other departments in developing a regularly updated, standing list of suitable story topics, marked in order of urgency or timeliness, which could then be distributed to students.
- Using students to write and announce short, local news- and/or sportscasts (assembled from wire services, other local news sources, and/or original reporting) to be inserted in breakaway segments of nationally syndicated programs or aired during the KHSU Home Page;
- Having students report on notable events in various colleges, departments, clubs and extra-curricular organizations; and encouraging students to produce interviews, feature stories, and/or documentaries about student successes (men and women of the year or other stories recognizing student achievement), issues of particular relevance to students, or other aspects of everyday student life.

- Once a sufficiently steady stream of high-quality material can be assured, the type of work mentioned in the previous bullets could be developed into a regular hour- or half-hour-long program. As a stopgap measure, the Home Page could be expanded to one hour to accommodate any of the above features.
- 3.) Other means (beyond those that currently exist) should be found for students to obtain academic credit for involvement in KHSU, including:
- Continuing to offer “The KHSU Experience” as a capstone, directed-study course for exceptional Journalism majors;
 - Encouraging all departments to offer Independent or Directed Study options, at both the undergraduate and graduate levels, for appropriate internships at KHSU;
 - Developing Extension courses in radio for “community” students;
 - Instituting a volunteer/student mentor program; and
 - Creating a FIG (Freshman Interest Group) centered on radio journalism or radio production, which would substantially involve KHSU.

News and Public Affairs

There is broad agreement among all invested parties on the need to increase local news and public affairs programming on KHSU. We propose the following steps be taken as soon as reasonably possible.

- Accelerate work with KIDE on the Corporation for Public Broadcasting “Rural Station Initiative” funding, which was obtained to create a regional news network among the four CPB-funded stations in the California First Congressional District (KZYX, KMUD, KHSU and KIDE).
- Research and apply for other such grants targeted at rural news programming. (See the section entitled “Development,” below.)
- Prepare live or recorded local news breaks for insertion into *Morning Edition* and *All Things Considered*.
- Meet with the staff of KMUD to learn about their own low-budget, but much-admired, newsgathering operations.
- Explore the possibility of working with the *Lumberjack* and/or the *North Coast Journal* to produce and air a weekly news program based on those papers’ feature stories.
- Include weekly or bi-weekly reports from The *Lumberjack*, *El Heraldo* and KIDE on the KHSU Homepage to complement reports from the *Humboldt Beacon*, *Crescent City Triplicate*, *Arcata Eye*, *McKinleyville Press*, *Eureka Times-Standard*, and/or the *North Coast Journal*. (In the interest of high production values, these reports should be produced in the studio, if possible, rather than phoned in.) Expand the Homepage to one hour, if necessary, to accommodate such reports.
- Broadcast candidate forums at election time (in conjunction with other Northern California public stations, where appropriate), and consider broadcasting City Council and/or County Board of Supervisors meetings.

For additional recommendations concerning News and Public Affairs programming, see the section entitled “Students and KHSU,” above.

Statement of Editorial Principles

It is customary, in much the same way that a campus newspaper operates free from administrative censorship or a college faculty enjoys academic freedom of expression, for an institutionally-licensed radio station to maintain editorial independence from its host institution. Since HSU's administration has expressed an interest both in developing KHSU's news operations and in employing the station to help carry out the university's educational mission, the Task Force feels it is especially important that all parties have a common understanding of the principles of editorial independence, so that station staff may pursue an editorial policy without undue influence or restriction by University officials.

- With that in mind, and pending the outcome of the parallel work of PRIMA (Public Radio in Mid-America) and the University Station Alliance (see in particular <http://www.us-alliance.org/resources.htm>) on this same subject, we recommend that KHSU adopt as its interim Statement of Editorial Principles the "Statement of Integrity" from KPLU – Pacific Lutheran University, contained in Appendix IV of this report. This document is derived from the 1986 *Statement of Principles of Editorial Integrity in Public Broadcasting*, an outgrowth of the "Wingspread Conference" sponsored by the Corporation for Public Broadcasting that same year. PBS and the National Association of Public Television Stations endorsed the final text of the Statement; many other university licensees nationwide have borrowed its language to produce policies similar to KPLU's.

Community Advisory Group

Although federal regulations governing public broadcasting do not require institutional (as opposed to community) licensees to maintain station advisory boards, we find it fitting, in view of both the historically strong “community” character of KHSU and the public support provided to the station through listener contributions and tax dollars, that the listening community have a strong voice in KHSU’s affairs. Concurrent with the efforts of the Task Force, KHSU’s Community Advisory Group (CAG) has revised its by-laws in order to bring its practices into stricter compliance with Corporation for Public Broadcasting (CPB) regulations, clarify its scope of operations and its understanding of meaningful consultation between KHSU and the CAG, and provide for regular communications between the CAG and HSU’s President in his or her capacity as the station’s licensee. A copy of these revised by-laws may be found in Appendix II of this report.

Volunteer Perspectives

In recognition of the fact that station volunteers are essential to KHSU's operations, members of the Task Force requested that a section of this report focus both on the rights and responsibilities of KHSU volunteers and on volunteer suggestions for the improvement of station operations. We concur with the following volunteer recommendations:

- Relevant training (in on-air technique, equipment operation, FCC regulations, university and station policies and procedures, etc.) should be provided as a matter of course for new volunteers, and regular workshops should be held devoted to skills updates and review. In concert with such hands-on training, the existing Volunteer Handbook should be revised and distributed.
- A clear evaluation process must be developed to provide volunteers with performance assessment and feedback on at least an annual basis. A similar process should be put in place for the review of locally produced programs on KHSU. All such evaluation might include some degree of "peer review," and should also include provisions for grievances and dispute resolution.
- While volunteers agree that a News Director should be the station's current hiring priority, they strongly believe that KHSU must also seek to hire a full-time Volunteer Coordinator and/or Production Coordinator in order to effectively implement the above-mentioned review procedures.
- To facilitate communication between station staff and volunteers, a volunteer liaison should be elected to attend staff meetings once a month. A volunteer representative should also sit on KHSU's Community Advisory Group.
- Quarterly general meetings of staff, administration and volunteers should be scheduled to disseminate information and gather feedback. Volunteers should be provided with timely and candid communication about upcoming format and management changes.

Governance

Station staff and university administration have ultimate responsibility for such matters as organizational structure, hiring and staffing, budgeting, programming, development, space and facilities, university and community relations, station policies and procedures, and licensing and other legal responsibilities. Nonetheless, KHSU's other main constituencies—namely, its listeners (represented by the Community Advisory Group) and its volunteers—have a clear interest in all of the above concerns and their input should precede most decisions.

Common sense and principles of shared governance suggest that timely and meaningful consultation on all matters of potential concern is the simplest and best policy. Management might also consider a more extensive and wide-ranging process, along the lines developed by Wisconsin Public Radio (see Appendix VI). Our specific recommendation would be to ensure that both CAG and volunteers be represented on any personnel search or ad hoc committees.

We are confident that once KHSU has carried out a review of volunteer rights and responsibilities, and particularly once protocols are established for program and performance review (see the section entitled "Volunteer Perspectives," above), these policies, together with CAG Bylaws and existing position descriptions for station staff, will provide an adequate blueprint for station governance.

Development

KHSU currently brings in more than \$300,000 per year in membership and underwriting dollars. Business underwriting has risen substantially over the past two years, and the rate of individual contributions has also risen modestly but appreciably. (Indeed, on a national scale, KHSU's listeners are remarkably generous, especially in light of average annual incomes on the North Coast. The percentage of KHSU's listeners who join the station as members is also extraordinary.) It's difficult to predict how much further these rates of giving can reasonably be expected to increase. Nevertheless, in view of California's current budget crisis and the perennial uncertainty of federal support, KHSU must continue to focus its development efforts in several different directions. With the goal of increasing overall public and private revenues by 10% over the short term, we recommend the following:

- KHSU should do one or two premiere fundraising events each year designed to bring in at least \$5,000 per event. (The recent benefit performance by local storyteller and KHSU staff member Jeff DeMark is one example; local appearances by public broadcasting personalities offer other possibilities.) KHSU should marshal the existing volunteer base and/or Community Advisory Group members to assist with the organization and execution of such events. Tickets would be open to all, but we would suggest hosting a special "by invitation only" reception prior to the program for major donors, HSU officials, and KHSU staff and volunteers (see below). Special attention should be focused on Del Norte and Oregon's Curry counties, where, owing to scarce station resources, KHSR's potential membership base remains relatively untapped.
- KHSU should strive to increase membership and underwriting by 5% per year, adding \$15,000 to existing revenues. Ideas for accomplishing this goal include: giving increased attention to Del Norte and Curry counties; instituting a student (and new graduate) membership option; creating "added-value incentives" for major donors and underwriters such as web site sponsorships (once Internet streaming of KHSU programming is approved). Other ideas include mounting invitation-only special events and developing a Community Outreach Sponsorship, i.e., sponsorship of the acquisition, development and production of programs aimed at serving particular segments—perhaps underserved segments—of the local community, such as Native Americans; Latinos; African Americans; Asian and Pacific Americans; Lesbians, Gays, Bisexuals and Transgendered; the homeless; the elderly; etc. (Such programs could be linked closely, though not exclusively, with Black History Month in February, LGBT Pride Month in June, and so on.)
- KHSU staff—primarily the General Manager and the Development Director—should begin to schedule a series of face to face meetings with significant station donors (those who consistently give more than \$500 per year). The goals of such meetings should be to solicit feedback about station operations and programs and increase

giving levels to achieve an additional \$10,000 per year. Specific targets should be established before such meetings are scheduled, so that individual donors may be asked to increase their giving levels as part of a regimented program. (San Francisco-based KQED can provide useful examples of reasonable target contributions.) KHSU also should be working with its donor base to establish one or more continuing endowments, which might assist the station in achieving goals that, can't otherwise be realized under the current financial circumstances. One idea discussed by the Task Force is the creation of an endowment to fund the position of local news and public affairs director.

- Station staff should also plan one major donor/underwriter thank-you event per year. (The recent reception with Garrison Keillor is an example of just such a recognition/thank-you opportunity.) Combining such an event with a fundraiser as described above would save staff time and reduce expense.
- KHSU must have university or outside assistance in order to secure available grant monies for small, rural public radio stations. KHSU should work with the campus office of Research and Graduate Studies and the office of Community and Economic Development to identify foundation and organizational grant opportunities for the station. Additionally, HSU should help the station procure the services of an accomplished grant writer, ideally one with some knowledge of the array of funding opportunities offered by the Corporation for Public Broadcasting and a track record of winning grants for organizations such as KHSU.

Diversity and the Mission of KHSU

With respect to its stated mission of “serving minority as well as majority needs,” KHSU falls somewhat short of the mark. The original charge of public radio in this country was to address the needs of under-served communities and represent voices and perspectives not adequately reflected on commercial airwaves.

Although KHSU’s broadcast schedule is full of sounds and views not often heard in mainstream media, the station currently airs only a small number of programs geared towards local ethnic minorities—Latinos, Asian-Americans, and Native Americans (though not African-Americans or even Portuguese-Americans)—and devotes two programs to issues specifically concerning women and the LGBT community. Some percentage of the broadcast week should consist of similar programming concerned with, say, the elderly, or the homeless, or the disabled. A station having one of the largest percentages of Native Americans in its listening audience should particularly endeavor to air programs of concern to this population (e.g. “Native America Calling”).

Obviously, diversity is an issue with ramifications for many areas beyond programming (community outreach, development, university-station relations, etc.), and some recommendations pertinent to this topic may be found in earlier sections of this report. For the present, we wish to identify this shortcoming as a pressing matter that deserves further scrutiny and ongoing attention.

In the meantime, here are several ideas that could be pursued:

- On the campus level, the station should maintain regular contact with the Director of the Multi-Cultural Center, and perhaps the Director of Diversity and Compliance Services, for alerts on issues and events of relevance to minority communities and for advice on potential guests or interviewees, programming ideas, and public service announcements.
- Similar links should be established and maintained in the community, with local tribal leaders, for example, and with persons representing other minority groups.
- KHSU should explore the possibility of sharing programming and/or other resources with Hoopa tribal station KIDE (see also the section entitled “News and Public Affairs,” above).
- *El Herald* editor Santiago Cruz should be asked to do a weekly news roundup on the Home Page, and KHSU should advertise in *El Herald*, perhaps on a payment in-kind basis.
- The station should conduct outreach and audience surveys among local ethnic minority communities, ideally with the assistance of a grant and/or with campus sociologists trained in such research, in order to ascertain how members of those communities feel they could be better served by KHSU.

The Sound of the Station

The task force recommends that the staff of KHSU do ongoing work to determine what niche in the broadcast market it attempts to fill so that it can clearly define the sound of the station for the listeners, the university (administration, faculty, staff and students), the community, the CAG and the volunteers. KHSU needs to examine the station's mission statement and slogan as a means of determining the station's sound. What does 'Diverse Public Radio for the North Coast' mean? What does it mean "to educate, enrich and entertain?" When the sound of the station has been determined and clearly defined, there is a stronger basis for programming decisions, production guidelines, staff and volunteer needs, a development plan, and an operations schedule.

The following explanation of the sound of the station is from page five of a radio production textbook entitled Modern Radio Production by Carl Hausman, Philip Benoit and Lewis B. O'Donnell.

"The sound of a station is created by using various sources of sound to create a specific result, a specific product that appeals to specific listeners. It's how these sources blend that makes one station different from the others that compete for the attention of the audience."

"The unique sound of a station emerges out of a combination of the type of music programmed, the style and pace of the vocal delivery used by the station's announcers, the techniques used in the production of commercials and public-service announcements, the sound effects used in the presentation of newscasts, and other special recording techniques and sound production methods."

Appendix I

2003 KHSU Task Force

HSU Administration

Elizabeth Hans McCrone, General Manager - KHSU

Becky Mosgofian, Director of Alumni Relations and Annual Funds

HSU Faculty

Terry Roelofs, Ph.D., Professor of Fisheries Biology

KHSU Employees

Paul Woodland, Lead Production Associate; producer, *Health Dialogues* and *The Power of Change*

KHSU Community Advisory Group

Michael Eldridge, Ph.D., Chair; Associate Professor of English, Humboldt State University

David Young, Vice-Chair; Labor Relations Representative, CSEA

KHSU Volunteer Staff

Don Wolski, ITC, College of Natural Resources and Sciences, HSU; host, *Bayside Hayride*

Public Media Representatives

Joseph Orozco, Station Manager, KIDE-FM Hoopa; board member, KEET-TV

Claire Reynolds, Director of Education and Outreach, KEET-TV

Business Community Representative

Matt Knight, owner, Knightsbridge Insurance Services

Facilitator

Maggy Herbelin, Enumerator/Statistician, California Agricultural Statistics Service, U.S. Department of Agriculture and California Department of Food & Agriculture; co-producer, *Through the Eyes of Women*

Appendix #1

APPENDIX II

BYLAWS

KHSU COMMUNITY ADVISORY GROUP

ARTICLE I. NAME

The name of this body shall be the KHSU Community Advisory Group (CAG).

ARTICLE II. PURPOSE

As a link with KHSU's listening community, the CAG provides KHSU management with advice, information, and feedback on such matters as programming, community outreach, budget and planning, hiring and organizational structure, service area, and promotion and fund-raising. Station management agrees to initiate meaningful and timely consultation with the CAG on topics of potential interest to community stakeholders. The CAG serves in an advisory capacity, while final decisions are the responsibility of the KHSU management team.

ARTICLE III. MEMBERSHIP

Section A. Composition

1. The CAG shall consist of a maximum of fifteen (15) individual members who are a.) Actual residents of the KHSU service area; b.) Current members of KHSU; c.) Aware of KHSU's programming format; d.) Interested in the fund-raising needs of the station; e.) Aware of the diverse population of the service area.
2. The CAG shall be self-appointing and self-governing.
3. The station's general manager or a management-appointed staff member shall be a non-voting ex officio member of the CAG.

Section B. Tenure

1. All voting members shall serve staggered terms of three (3) years. The terms of CAG members shall begin in January and shall be staggered so that five (5) begin and end each year.
2. CAG members shall be eligible to serve two (2) complete three-year terms. Applications by members wishing to serve beyond two terms may, if the CAG so chooses, be considered with all other pending applications.

Section C. Officers

1. Officers of the CAG consist of a Chair, a Vice-Chair, and a Secretary. The Chair presides at all meetings of the CAG, is available to consult with members of the KHSU management team, and acts as an informal liaison between the CAG, station management, and HSU administration between regular meetings. The Secretary records the minutes of CAG meetings. If either the Chair or the Secretary is unable to attend a regular or special meeting of the CAG, the CAG will choose a temporary presiding officer (normally the Vice-Chair) and secretary for the purpose of that meeting.
2. Officers are elected for terms of one (1) year each. Officers are eligible for reelection.

Section D. Attendance

A CAG member who is absent without notice for two (2) consecutive meetings shall be expected to resign, unless the CAG approves an individual exception.

Section E. Dismissal

A CAG member may be dismissed before the completion of his/her term if the member: a.) Misses two (2) consecutive meetings; b.) Relocates out of the listening area; c.) Gives cause, i.e. when a member's actions establish sufficient and compelling reasons for dismissal as determined by the station management and the Community Advisory Group.

ARTICLE IV: MEETINGS AND NOTICE

Section A. Meetings

Meetings of the CAG are open to the public. Regular meetings are generally held on the fourth Wednesday of every month. The CAG may combine, skip, or re-schedule meetings at its discretion as long as the group meets at least once within a 60 day period and so long as a good faith effort is made to schedule any CAG meeting at a time when a majority of group members can attend. Special meetings may be held at any time, at the request of station management or the CAG.

Section B. Meeting notice and official communications

KHSU staff shall ensure that CAG meeting times and locations be broadcast on the air and published on the KHSU website (khsu.org) and in local publications, preferably with at least one week's notice. CAG members' geographical affiliation and contact information shall also be listed on KHSU's website, and a summary of approved minutes shall be published and archived there. One or more CAG members shall give periodic oral or written reports to the President of Humboldt State University in his or her capacity as KHSU's licensee.

revised October 2003

approved at CAG meeting: 29 October 2003

APPENDIX III

KHSU Mission Statement

Mission Statement: original

It is the mission of KHSU-FM to educate, enrich, enlighten, and entertain people throughout Northwestern California by providing innovative, high quality public radio programming.

As a public service of Humboldt State University, KHSU provides a thoughtful and intelligent perspective on Northwestern California and the world, fosters the arts and humanities, maintains an appropriate balance between leading and following public taste, pioneers new concepts and techniques, serves minority, as well as majority needs, and improves the quality and texture of life in Northern California through our intellectual, educational, and community outreach services.

Mission Statement: revised:

To educate, enrich and entertain people throughout Northwestern California and Southwestern Oregon by providing diverse, high-quality radio programming.

As a public service of Humboldt State University, KHSU strives to present thoughtful and intelligent perspectives on local, national and international issues. Its objectives include fostering the arts, sciences and humanities, giving voice to underrepresented points of view, serving minority as well as majority needs, and both guiding and reflecting public intellect and taste. KHSU encourages faculty, student and community participation in programming and other station affairs.

APPENDIX IV

STATEMENT OF EDITORIAL PRINCIPLES

KHSU 90.5 FM and KHSR 91.9 FM

KHSU/KHSR is a significant institution within Humboldt State University. Like many other institutions of higher learning, HSU views broadcasting as an extension of the university's mission by providing programming and services to the public which are educational in the best and broadest sense. HSU has nurtured and supported KHSU from its inauguration on October 4, 1972, and KHSU/KHSR is an integral part of university planning for the future.

Public broadcasting is rooted in the constitutional guarantees of a free press and free speech. The Radio Act of 1927 articulates the basic policy that broadcasters operate in "the public interest, convenience, and necessity." Therefore, Humboldt State University holds a federal broadcast license in trust for the exclusive purpose of providing services for the public.

Public broadcasting stations are qualified by the Corporation for Public Broadcasting and are subject to a variety of federal and state statutory and regulatory requirements. Humboldt State University and KHSU/KHSR are jointly committed to respect and follow the business, legal, and constitutional frameworks within which our station operates.

In providing its public service, KHSU/KHSR produces and broadcasts a wide range of programming of the highest professionalism and quality. As a trustee, the university is committed to maintaining the full confidence of the public in the editorial integrity of our news and programming, and to ensure all citizens that station management has the freedom necessary to provide KHSU/KHSR's services effectively. Editorial integrity in this context is defined as the responsible application by professional practitioners of a free and independent decision making process ultimately accountable to the needs and interests of all citizens.

We recognize that as surely as programming is KHSU/KHSR's purpose and the product by which our audiences judge the value of the station, that judgment continues to depend upon their confidence that our programming is free from undue or improper influence. We emphasize the importance of this issue and reaffirm University support and assistance to KHSU/KHSR so that the station continues to meet this criterion in a responsible and efficient way.

In keeping with our responsibilities, the University will:

- Continue to create the culture and sense of direction, which assure that KHSU/KHSR's mission of providing high quality programming remains paramount.
- Continue to adopt and monitor policies and procedures, which enable professional management to operate in a way, which assures full public confidence in KHSU/KHSR's financial and editorial integrity.
- Support KHSU/KHSR's management in its responsible exercise of activities necessary to achieve the full KHSU/KHSR mission effectively.

Adapted from Statement of Integrity from Pacific Lutheran University issued jointly by Loren J. Anderson, President, Pacific Lutheran University and Jan F. Brazzell, Vice President for Development and University Relations 8/24/94.

APPENDIX VI

WISCONSIN PUBLIC RADIO PROGRAM DECISION-MAKING PROCESS

Wisconsin Public Radio, by the nature of its geography and its many stakeholders, decided to formalize its program decision-making process. The following procedure serves both as a tool for the Program Directors at the network and as a vehicle for engaging stakeholders when WPR is dealing with changes in the on-air product. In the words of Greg Schnirring, Associate Director at WPR: "Following WPR's difficulties a few years ago while cancelling a locally produced car show, and the problems that stations all across the country have had in dealing with legacy programs, it became clear that there was a need to create a document to guide PDs through the actual change process. As a system, we have done an excellent job of commissioning/using research and getting PDs to pay attention to improving their air sound. However, when it comes to actually making and carrying out programming decisions, most PDs have largely been left on their own. This process document was designed to address this void in a practical fashion for the PDs at WPR. From a positive side, since this approach was put into place, WPR, under Dana Davis Rehm's watch as Director of Radio, has undergone several rounds of change. Yet the network has not incurred anywhere near the wrath that was brought on by earlier changes. Also, through representation on our Program Planning Team, WPR's news, music, talk and regional staff now have the opportunity to weigh in on each other's scheduling issues. On the negative side, the process is so thorough, and has so many checkpoints, that it can take several months to implement the planned changes. Also, the process calls for consulting with certain stakeholders whom many PDs would feel don't have any right to be included in the programming change loop. On balance, I believe the pros of this approach outweigh the cons in the shared governance environment of a University licensee. At the very least, this approach can serve as a process check list for stations, while making certain that the right to make decisions remains squarely where it should be, and that is with management."

INTRODUCTION

Wisconsin Public Radio is a service of the Wisconsin Educational Communications Board and the Board of Regents of the University of Wisconsin. These two organizations are responsible for the programming services provided on the radio stations to which they have been granted licenses by the Federal Communications Commission. This responsibility is administered for the licensees by the Executive Director of the Wisconsin Educational Communications Board and the Chancellor of the University of Wisconsin-Extension. The Director of Wisconsin Public Radio, who reports to the Executive Director and the Chancellor, carries out the day-to-day operation of these stations. The procedures outlined below describe the internal processes used to develop a schedule of programming services for Wisconsin Public Radio.

THE PROGRAM PLANNING TEAM

The Program Planning Team (PPT) is responsible for continually monitoring performance of the WPR program service, evaluating needs, and developing proposals for improvement.

The team includes the Director of Radio, the Ideas Network Program Director, the Music Director, the News Director, the Director of National Programming, and a Regional Manager. Team members are provided with information packets compiled by appropriate staff to be used as background in making recommendations.

DECISION MAKING CRITERIA

Wisconsin Public Radio listenership is monitored and evaluated by recognized research, such as Arbitron and AudiGraphics surveys, as well as periodic listener and member surveys including strategic surveys of WPR's major communities.

The ability of any particular program to serve a significant audience, as measured by research, will be important criteria for determining whether the program should continue, be canceled or moved.

Program economics, including fiscal, technological and staff resources will be considered in making program decisions.

All Wisconsin Public Radio programming decisions shall be in accordance with policies set forth by the Educational Communications Board (ECB) and the University of Wisconsin-Extension (UWEX) as outlined in the Radio and TV Program Policies document. These documents detail overall Programming Philosophy (ECB#305 & UWEX #2); Planning, Programming and Scheduling Guidelines (ECB #306 & UWEX #3); and reference the overall formats of the WPR statewide networks (ECB #313 & UWEX #9).

These policies state (in part) that professional staff shall consider the following criteria in the selection and scheduling of radio programming.

- Relationship of programs to strategic directions
- Internal precedent at Wisconsin Public Radio
- External precedent; that is the experience of other public broadcasters who have faced similar decisions.
- Ability to manage programs within the constraints posed by scheduling, budget, and technical limitations.
- The policies specify that programming decisions shall not be made solely for the purpose of gaining support, economic or otherwise, of any person or group.

As an assist in making programming and scheduling decisions, the policies direct programming staff to ascertain audience program preferences and community needs at

regularly-scheduled times through the following means:

- Periodic surveys and focus groups
- Analysis of mail and telephone calls received
- Measures of actual listening patterns

CONSULTATION

Upon reaching consensus on tentative proposals, the Program Planning Team, the Director of Radio and the appropriate management staff will inform and/or consult with:

- Affected Staff
- The WPR Communications Team
- Key Administrators and Staff of UWEX and the ECB
- The Wisconsin Public Radio Association Board of Directors

Each of these individuals or groups will receive the full background materials that informed the tentative proposals.

A designated public contact person will develop message points and a one-page statement to respond to possible inquiries before a finalized proposal is released to the public. In such an instance, the contact person should accurately inform the inquirer/s that no final decision has been made regarding the program change under consideration.

PUBLIC INPUT

The WPRA Board consists of ten members elected by the 40,000 contributors to Wisconsin Public Radio and eight additional members appointed by the ten elected members to assure a diversity of interests and talents. The ten elected members come from five regional districts to assure representation from throughout the state. Five members are elected every two years to four-year terms.

The WPRA Board of Directors committee of the whole has been designated the official advisory group for programming consultation. The WPRA Board meets at least three times per year in the Fall, Winter, and Spring, and at other times as needed.

DECISIONS

After reviewing the feedback received during the consultation phase, the Director of Radio will make the final decision.

PROCEDURE REVIEW

At least 30 days prior to implementation of program changes, the Director of Radio will inform the Chancellor and ECB Executive Director of the decision. This notification will include a description of the decision criteria, policies, protocols, inquiries and issues raised during the review process.

NOTIFICATION

The Director of Radio will alert key administrators and staff in writing that a decision has been made. They will be reminded of the decision criteria, process and protocol and informed of any inquiries or issues raised by the decisions.

The Appropriate PPT team member, in consultation with the WPR Community Relations Director and other appropriate staff, will establish the timetable for change and develop promotion. He or she will prepare and release message points, timetable, and staff contact person(s) to staff via appropriate communication mechanisms such as e-mail, memoranda, and staff meetings. Message points should explain:

- Why a change is needed
- The benefits of the change to the listener
- How lost programming is justified through cost/benefit analysis

WPR will develop, and coordinate, written information about the decision making process through a primary contact person for the purpose of providing a coordinated and accurate message and to respond to inquiries in a timely manner. As necessary, this individual will route requests for interviews to the Director of Radio or her/his designee. Legislator inquiries will be directed to the Special Assistant to the Chancellor.

The primary contact person will brief those who will answer listener questions, including Regional Managers and Listener Service staff. He or she will issue a factual news release based on the message points, and will track media inquiries and coverage. The Director or her/his designee will conduct a call-in show on the program change. Staff throughout the state will promote the change through regional guides, speeches, and media contacts.

IMPLEMENTATION

The appropriate PPT staff will work with the Operations Manager and the Traffic Director to update logs, staff schedules and program grids, and send a reminder to staff. The appropriate PPT member and the Community Relations Director will oversee the production and scheduling of on-air promotion of the change.

Promotion staff will develop feature releases, invite media interviews of hosts, pass along information to members through newsletters, provide new grids to webmaster with date of implementation and develop other outside promotion possibilities.

FOLLOWING IMPLEMENTATION

Staff will continue to promote on-air, periodically accentuate the change through releases or other promotion, and track feedback from quantitative measures such as Arbitron ratings and through non scientific methods such as letter and phone call logs.