



**U**niversity  
**S**tation  
**A**lliance

2011 Annual  
Report  
Jan – Dec, 2011

Presented  
December 28, 2011

A grassroots initiative  
for university-licensed  
stations since 2001

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**Established 2001**

***Celebrating  
our 10<sup>th</sup>  
Anniversary!***

# 2011 Annual Report

Celebrating our 10<sup>th</sup> anniversary the USA is a grassroots non-profit 501(c)(3) representing noncommercial public radio stations licensed to universities, colleges, school districts, and state agencies. Over 200 of these across the country are affiliated or actively involved with the USA.

USA's initiatives include training managers, building strategic alliances, sharing resources, guarding editorial integrity, benchmarking performance, and reviewing governance. Receiving USA's services and resources does not require travel since the USA is an Internet/Web-based national resource. As a virtual interactive resource the USA offers tools to assist media managers in a university, college, school district or state agency environment. In addition to virtual training, presentations are made at established national and regional meetings. Combining with existing national and regional meetings eliminates additional travel expenses, preserving station resources.

The USA continues to develop tools and training to help stations during these tough economic times. A summary of the USA services and survey results for the fiscal year 2011 are presented below.

## USA BOARD

Full-board meets quarterly and the Executive Group meets monthly. The USA financial resources are maintained by: Marsh & Company PA Accounting Tallahassee, FL

### President

**Madison Hodges**  
WQCS  
Indian River State College  
Fort Pierce, FL

### Vice President

**John Hess**  
Boise State Radio  
Boise State University  
Boise, ID

### Secretary

**Tom Hunt**  
WCBU  
Bradley University  
Peoria, IL

### Treasurer

**Connie Walker**  
WUNC  
University of North Carolina  
at Chapel Hill  
Chapel Hill, NC

### Member

**Ed Subkis**  
KHSU  
Humboldt State University  
Arcata, CA

### Member

**Denise Franklin**  
WFDD  
Wake Forest University  
Winston-Salem, NC

### Member

**Caryn Mathes**  
WAMU  
American University  
Washington, D.C.

### Member

**Dave Spizale**  
KRVS  
University of LA-Lafayette  
Lafayette, LA

### Member

**Ernie Sanchez**  
Founder  
Sanchez Law Firm  
Washington, D.C.

### Executive Director

**Craig Beeby**



Madison Hodges  
USA President  
WQCS

*“USA uses sophisticated survey tools”*

## 1 USA Cooperates with Public Media Organizations

Numerous national entities have received training, feedback, and/or survey information for a variety of projects. Only a few of them are listed below.

### 1.1 NPR/USA Joint Survey - Contracts

Prompted by a discussion at the July 2011 AREPS meeting in Pittsburgh, NPR and USA asked university, college, school system, and state agency-licensed stations to provide feedback related to contract issues. Some stations that are units within their state-funded licenses and governed by state law must adhere to state statutes prohibiting unit contracts that specify indemnification, the word warrant, and/or out-of-state legal venues. Click on the following link or paste it into your Web Browser to review the NPR/USA Contract Survey results with 92 stations responding:

<http://www.us-alliance.org/USA-NPRContractSurveyResultsJuly-Aug2011.pdf>

### 1.2 CPB CSG Advisory Group

USA's Craig Beeby participated in a Corporation for Public Broadcasting (CPB) CSG Advisory meeting in April. Based on feedback from this group and further study, the CPB will develop a roadmap and list of topics for formal CSG review. The formal grant review process begins in early 2012.

### 1.3 NFCB/AAPRS/USA Webinars

USA's Executive Director Craig Beeby developed and presented a monthly Webinar-based management training series. Topics included ***Obtaining Licensee Buy-in for New Initiatives, Is It Time for a Change in Your Reporting Structure, Optimizing Your Relationship with Your Licensee, Safeguarding Resources and Developing Revenue Opportunities, Changing the Conversation with the Licensee, Managing Stress and Communications, and Effective Leadership for Public Media Managers.***

### 1.4 Regional & National Representation

USA's Craig Beeby trained station managers at the June PBMA conference in Nashville, TN, participated at the NPR AREPS meeting and the PMDMC Conference in Pittsburgh, PA in July, and presented training sessions and shared information at the fall meetings for PRIMA in Cincinnati, OH, ERPM in Springfield, MA, and WSPR in Phoenix, AZ. The USA eNews continues to improve the lines of communications with regional heads and national leaders.

## 2 Surveys, Services, & Resources

The USA uses sophisticated survey tools to query up to 350 public media professionals about system issues and provides numerous services and resource for public media.



John Hess  
USA Vice President  
Boise State Radio

*“...economy’s  
impact ...  
indicates that  
stability and  
optimism exist  
in some  
projections...”*

**Annual USA  
Supporters**



## 2.1 Update: Local Economic Impact on Public Radio

June/July 2011’s fourth annual look at the economy’s impact on stations indicates that stability and optimism exist in some projections. As evidenced by fewer stations are considering new governance/ownership structures. USA station surveys in 2008, 2009, and 2010 reflected potential economic effects on their operations. Click on the following link or paste it into your Web Browser to review the 2011 results of the USA Local Economic Impact Survey with 141 stations responding:

<http://www.us-alliance.org/USA%20Local%20Economic%20Impact%20Survey%20IV%20Results%2007%202011.pdf>

Comments reflect that university-licensed stations are equally purchasing additional stations and/or selling existing stations. An unnamed University has completed the purchase of a second full-service public radio station. Another station manager comments, “We are in the process of selling one of our stations. This sale was not predicated on loss of support, but rather a reordering of priorities that focus the station’s strategic goals more towards news/information.” A third manager says, “We are looking to increase partnerships with other state public radio stations – we are leery of public TV partnerships, but not completely opposed.” A couple of station managers commented on pending potential LMA agreements. One station was sold to another public radio entity and finally, another station management team looked at the financial opportunity to consolidate but the financial numbers did not support the concept. This survey will be repeated again in 2012.

## 2.2 News and Information Code of Ethics and Practices

The USA is grateful to an anonymous USA Affiliate who provided an example of a station’s code of ethics as a model to help other stations develop news and information codes of ethics and practices. The example is similar to a code adopted by National Public Radio. In fact, entire sections of this document were taken verbatim from NPR’s code. Additional materials and inspiration for the NPR and station codes were drawn from a number of sources, including *The New York Times, Washington Post, Los Angeles Times, Dow Jones, Society for Professional Journalists, American Society of Newspaper Editors, the CBC, CNN, PRNDI, the Poynter Institute*, and several journalism experts.

The purpose of a code of ethics and practices is to protect the credibility of news programming by ensuring high standards of honesty, integrity, impartiality and staff conduct. View this code of ethics example by clicking on the URL link or copying and pasting it into your Web Browser:

<http://www.us-alliance.org/News%20&%20Information%20Code%20of%20Ethics%20Example.pdf>



Tom Hunt  
USA Secretary  
WCBU

*“Since 2007  
... USA’s ...  
Beeby has  
helped with ...  
1,522  
consultations  
and training  
initiatives.”*

### 2.3 Social Media Guidelines

While Internet usage is intended for job-related activities, incidental and occasional brief personal use is permitted within reasonable limits. Guideline examples have been established to help ensure responsible and productive Internet usage. For an example of Social Media Guidelines, click on the URL link or copy and paste it into your Web Browser:

<http://www.us-alliance.org/Internet%20%20Social%20Media%20Policy%20Example.pdf>

### 2.4 The 20-Second Manager

This is an interactive training series developed by the USA. The series is based upon the USA Executive Director Craig Beeby’s four-decades of media management experiences and two degrees in Radio/TV/Film Sales and Management and Mass Communications. The materials are distributed through the USA listserv and training presentations at national and regional meetings. In the fall the training series will be made available to PRIMA, ERPM, and WSPR.

### 2.5 Peer Review Assessment Tool

This USA developed assessment tool continues to be a resource for public radio stations. How does a station prepare to face the economic challenges and questions raised in difficult times? Changes in university public radio stations continue to loom and the assessment tool assists in the planning process for such challenges and changes.

This also can be used as a self-assessment tool. The peer review process is familiar to university administrators, who are accustomed to outside evaluations of their academic programs. The result of using this tool and going through a peer review process could be greater licensee buy-in to a station’s future plans.

The tool draws from best practices in the field. The process can also provide the station’s staff, board, and university-licensees with ideas for addressing current challenges and identifying resources to aid in that effort.



Connie Walker  
USA Treasurer  
WUNC

## 2.6 University Tenets of Public Radio Station Ownership & Operations

The USA board, the PRIMA Board, and the ERPM board endorsed the **Tenets** as an ongoing working document and gave the E.D. approval to make modifications as needed. The purpose of the tenets is to educate university administrators about the appropriate role of a university in its administrative interaction with the station in order to reduce interference in FCC-licensed broadcast facilitiesq operation. It is considered to be another much needed USA-generated resource. The feedback from stations has been very favorable.

## 2.7 eNews Letter and Listserv **New on Facebook**

A new USA Facebook page has added another communication tool to assist stations. USA continues to offer a variety of methods to provide professional resources for stations as well as to gather important information for the system through surveys. To find the USA on Facebook click on the link or paste it into your Web Browser:

[www.facebook.com/UniversityStationAlliance](http://www.facebook.com/UniversityStationAlliance)



## 2.8 Executive Director Contacts

In 2011, as a result of USA consultations, webinars, training, and regional presentations, the number of contacts made by the USA E.D. totaled 327. The USA Affiliates and stations served total over 200. In the past 4.5 years under Craig Beeby's leadership he has helped with over 1,522 station consultations and training initiatives.

## 2.9 Website Usage

Total visits January through December 2011 . 20,433, averaging 1,703 per month.

## 2.10 Quantitative Worth Worksheets

Worksheets for 7 stations were developed or updated in 2011. Since the Quantitative Worth Worksheets were developed by the USA as part of the Cost of Doing Business studies funded by the CPB, 48 stations have used this powerful tool to demonstrate to university-licensees the annual public service and public relations value equivalents they are receiving from their public radio stations with ranges from \$1.9 to \$73.2 million. All the information about the USA Cost of Doing Business studies can be found on the USA Website at:

[www.us-alliance.org/costofdoingbusiness/index.html](http://www.us-alliance.org/costofdoingbusiness/index.html)

*“48 stations  
have used  
USA  
Worksheets to  
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public relations  
values...”*





### 3 Benefits of USA Affiliation

The USA was established in 2001 as a national not-for-profit 501(c)(3) support resource for University\*-Licensed public radio stations. \*University is a generic title that includes colleges, school systems, and state agencies.

#### 3.1 Tools

Quantitative Worth Calculator	University Ownership Best Practices
Professional Surveys	Strategic Planning Models
Governance Examples & Guidelines	Marketing & Programming Advice
Personnel Performance Enhancement	Ideas for Improving Management Oversight

#### 3.2 Services

Free Telephone Consultancy	National Representation
Fundraising Strategies Training	Community Volunteers Training
Internet-Based Services	Fee-Reduced Peer Reviews
On-Site Training	Management Training

#### 3.3 Resources

USA Facebook, Listserv & eNews Letters	Webinars
Website resources at <a href="http://www.us-alliance.org">www.us-alliance.org</a>	<i>20-Second Manager</i> . Training

#### 3.4 Results: 1,522 Station Consultations and Training Initiatives 2007 - 2011

Increased Listener Support	Reduced Overhead Costs
Improved University/Station Relations	Improved Personnel Performance
Editorial Integrity Protected	Governance Protocol Established
Strategic Planning Resulted in Efficient Operations & New Income	

#### 3.5 USA Goals

- É to strengthen the public broadcasting system through improving the relationship between broadcasters and universities;
- É to focus on commonalities of purpose between a station and its university licensee; to integrate university/station missions and strategic plans so that stations have a place at the university table;
- É to assist stations in managing licensee relations on a day-to-day basis;
- É to establish firewall+standards of editorial integrity;
- É to test the assumption that it is in the best interest of all university stations to continue to be owned and operated by universities; and if not,
- É to explore available options and help the station/licensee facilitate the transition





Craig Beeby  
Executive Director

## 4 Executive Director

Craig Beeby became the founding President of the USA in 2001 and the USA E.D. in 2007. He has been involved in commercial and public broadcasting for four decades. Under Beeby's leadership as Director/GM, KOSU, a university-owned station, won 276 awards for news excellence and expanded into a statewide network. A broadcast consultant and trainer on the international and national levels, he has two degrees in Radio-TV-Film Sales and Management and Mass Communications.

**U**niversity  
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