

Contact: Diana Gonzalez

**IOWA PUBLIC RADIO ANNUAL REPORT AND STRATEGIC PLAN UPDATE**

**Actions Requested:** PART I - Receive the Iowa Public Radio annual report. PART II – Receive the 2012-2016 Iowa Public Radio Strategic Plan update.

**PART I**

**Executive Summary:** Iowa Public Radio informs, enriches, and engages Iowans through high quality news and cultural programming. IPR's statewide public radio network (a total of 24 stations licensed to the University of Iowa, Iowa State University, and the University of Northern Iowa) now serves 236,000 listeners with three programming streams: News, News/Studio One, and Classical. IPR's combined radio groups serve rural and urban Iowa, touching all of Iowa's 99 counties. (See service map on page 3.) The history of public radio in Iowa is long and proud – Iowa State University and the University of Iowa each have public radio stations that are *almost a century old*, with FCC licenses that were among the first 100 radio licenses ever granted; IPR's statewide network is seen as a model by other states. The following report describes the progress made by IPR on its Strategic Plan.

**Background:**

- ◆ Creation of Iowa Public Radio. In December 2004, the Board of Regents created Iowa Public Radio to consolidate the radio stations at the three Regent universities.
- ◆ Incorporation of Iowa Public Radio. In February 2006, Iowa Public Radio was incorporated under the Revised Iowa Nonprofit Corporation Act, Chapter 504 of the Iowa Code. The Articles of Incorporation of Iowa Public Radio provide that IPR is organized exclusively for charitable and educational purposes within the meaning of Section 501(c)(3) of the U.S. Internal Revenue Code of 1986 and has the primary purpose of supporting and promoting the welfare and growth of the network of public radio stations licensed to the Board of Regents and operated for the public benefit.
- ◆ Operating Agreement. In May 2007, the Board of Regents approved the Public Service Operating Agreement between Iowa Public Radio and the Board, with the consent of the Regent university presidents. The purpose of the Agreement is to engage Iowa Public Radio to manage the day-to-day operations of the Radio Groups on behalf of the Board of Regents and the universities consistent with FCC requirements for licensee control; and to serve as the primary fundraising entity for the Radio Groups.
- ◆ Board of Directors. The Board of Directors is comprised of seven members, including four community directors representing the interests of the community; and three licensee directors representing the interests of the station licensees, the University of Iowa, Iowa State University, and the University of Northern Iowa. The current Board includes Ambassador Mary Kramer (Chair); JoAnn Johnson (Vice Chair); Steve Firman (Secretary); Doug West (Treasurer); Scott Ketelsen (UNI); Lin Larson (SUI); and John McCarroll (ISU).

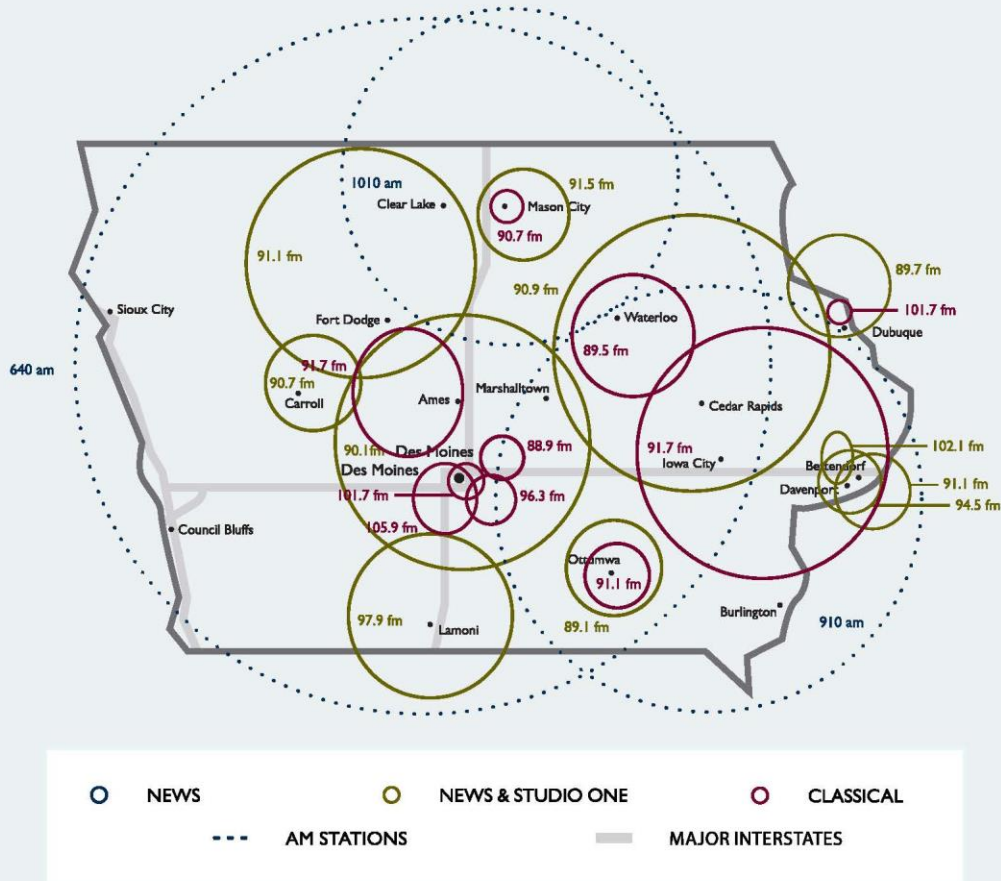
- ◇ Senior Management. Iowa Public Radio is overseen by a senior leadership team which includes the Executive Director, Director of Finance and Operations, Music Program Director, News/Talk Program Director, and Engineering Services Manager.

Progress Report (FY 2012 – FY 2014)

- ◇ **IPR's audience has grown.** Between Fall 2012 and Fall 2013, IPR's audience grew 23% in central Iowa and 14% statewide. The most important factor in this audience growth was the shift in programming on Iowa State University's 90.1 FM station from Classical to News/Studio One.
- ◇ **IPR's network has grown.** Three stations were added to the IPR network, increasing the number of IPR stations statewide to 24. These stations were purchased to fill the classical service gap created by switching 90.1 FM from Classical to News/Studio One. The new stations allow IPR to bring all three IPR programming streams to Des Moines and the Boone-Ames areas.
- ◇ **IPR's membership and corporate underwriting income have increased 37%** since 2011. A sustainer program, which allows members to pay for their memberships monthly by credit card, has created an on-going source of revenue. Currently 7,000 of IPR's 20,000 members are sustainers, contributing \$1 million annually. The business community in the state has increased its support to IPR's service, with underwriting income growing significantly since 2011.
- ◇ **Reliability of broadcast operations and engineering services has increased.** Installation of remote control systems has allowed IPR to identify and address problems more quickly. In addition, a state-of-the-art automation system has allowed IPR to manage three streams of programming effectively and efficiently.
- ◇ **IPR's Classical and Studio One services have extended the reach of cultural institutions in Iowa.** Together, IPR has aired hundreds of hours of music heard live in Iowa, and provided a platform for emerging Iowa artists. IPR is an important player in Iowa's music scene and an essential partner for organizations like the Des Moines Symphony, Des Moines Music Coalition, and Waterloo-Cedar Falls Symphony.
- ◇ **IPR's News and Talk teams continue to be recognized for excellence.** In 2014, members of IPR's news team won the prestigious Jack Shelley Award, six Eric Sevareid awards, one regional Edward R. Murrow award, and two awards from Public Radio News Director Incorporated (PRNDI). IPR's Harvest Public Media reporting partnership has increased agriculture reporting; the talk shows are a statewide platform for civil dialogue on the issues facing Iowa.
- ◇ **IPR hired a new Executive Director in January 2014,** bringing new leadership with national public radio and non-profit management experience to Iowa Public Radio. In June 2014, IPR reorganized its team for efficiency and effectiveness. IPR has an excellent team in place with deep roots in public radio and a commitment to excellence.

One critical area where IPR has not made progress outlined in the Strategic Plan is in the development of new revenue streams. Central to the plan presented to the Board of Regents in 2011 was a proposed decrease in support from the universities, to be offset by increased support from major gifts. Changes in the revised plan are aimed at helping IPR develop the organizational structure and fundraising capacity required to achieve the increase in private support necessary for long-term sustainability. IPR seeks the Board of Regents' help in creating an IPR that will serve the universities and listeners long-term.

### STATEWIDE IOWA PUBLIC RADIO SERVICE



**HD SIGNALS**

**Ames/Des Moines**

WOI 90.1 HD (News & Studio One)  
WOI 90.1 HD-2 (Classical)

**Bettendorf**

KNSB 91.1 HD (News & Studio One)

**Cedar Falls/Waterloo/**

**Cedar Rapids**

KUNI 90.9 HD (News & Studio One)  
KHKE 89.5 HD (Classical)  
KUNI 90.9 HD-2 (Classical)

**Cedar Rapids /Iowa City/**

**Quad Cities**

KSUI 91.7 HD (Classical)

**Clear Lake/ Mason City**

KNSM 91.5 HD (News & Studio One)

**Iowa City**

KSUI 91.7 HD-2 (News & Studio One)

**NEWS & STUDIO ONE**

**Ames/Des Moines**

WOI 90.1 FM

**Bettendorf**

KNSB 91.1 FM

**Carroll**

KNSC 90.7 FM

**Cedar Falls/Waterloo/**

**Cedar Rapids**

KUNI 90.9 FM

**Clear Lake/**

**Mason City**

KNSM 91.5 FM

**NEWS**

**Ames/Des Moines**

WOI 640 AM

**Cedar Rapids /**

**Iowa City/**

**Quad Cities**

WSUI 910 AM

**Fort Dodge**

KNSH 91.1 FM

**Lamoni**

KNSL 97.9 FM

**Ottumwa**

KNSZ 89.1 FM

**Davenport**

KUNI 102.1 FM

KUNI 94.5 FM

**Dubuque**

KNSY 89.7 FM

**Clear Lake/**

**Mason City**

KRNI 1010 AM

**CLASSICAL**

**Ames/Boone**

KICG 91.7 FM

**Cedar Falls/Waterloo**

KHKE 89.5 FM

**Cedar Rapids /Iowa City/**

**Quad Cities**

KSUI 91.7 FM

**Clear Lake/Mason City**

KHKE 90.7 FM

**Des Moines**

KICP 105.9 FM

KICJ 101.7 FM

KICL 96.3 FM

KICJ 88.9 FM

**Dubuque**

KSUI 101.7 FM

**Ottumwa**

KICW 91.1 FM

**PART II**

Key features of IPR's revised FY 2012 – 2016 Strategic Plan include the following:

- ◆ Streamlined mission and vision statements with a clearer direction for IPR.
- ◆ A proposal to maintain university support at 12.5% of IPR's budget for the foreseeable future.
- ◆ A plan for building a Board of Directors that can help IPR meet the fundraising goals that will sustain the organization long-term. IPR proposes increasing the board size from seven to 11 members (adding 2-4 community directors).
- ◆ Intention to develop a capital plan that ensures that university-owned towers, transmitters, and other facilities are well-maintained, providing uninterrupted service to its audience. This will require collaboration and a joint fundraising plan with the universities who own the stations.

# Iowa Public Radio Strategic Plan FY 2012-2016

Revised September 2014

*Adopted by IPR Board of Directors  
September 23, 2014*

## Background

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This document updates Iowa Public Radio's 2012-2016 Strategic Plan, which was approved by the Iowa Public Radio (IPR) Board of Directors and the Board of Regents in 2011. With new organizational leadership and a largely new board, IPR decided to re-visit the plan. This revision involved input from the IPR staff and board, and included interviews with leaders in the public radio system and the non-profit community.

Iowa Public Radio was created in 2004 by the Iowa Board of Regents to manage the radio groups of Iowa State University, University of Iowa and University of Northern Iowa. This statewide public radio network (a total of 24 stations) now serves 236,000 listeners with three programming streams: News, News/Studio One and Classical. IPR's combined radio groups serve rural and urban Iowa, touching all of Iowa's 99 counties. Our history is long and proud: Iowa State University and University of Iowa each have public radio stations that are *nearly a century old*, with FCC licenses that were among the first 100 radio licenses ever granted, and our statewide network is one that other states look to as a model. This century of service to and for Iowans is both the backdrop to this strategic plan revision, and the foundation for our future.

The plan that follows features a streamlined mission statement, an expanded vision, and adjusted goals. There are three main themes: delivering the *very best* in public radio programming to an increasing number of Iowans; creating a sustainable funding and organizational model; and renewing our partnership with the universities who own the stations that make up the IPR network.



# IPR MISSION, VISION AND GOALS

*Why we exist*

## **OUR MISSION**

Iowa Public Radio informs, enriches and engages Iowans through high quality news and cultural programming.

*The impact we aspire to have*

## **OUR VISION**

Iowa Public Radio will deliver three streams of programming statewide, bringing Iowans award-winning national programming and producing local programs that reflect Iowa's sense of place. Partnering with the Regent universities who hold the licenses to IPR's stations, we will foster a vibrant Iowa with civically and culturally informed citizens.

*We will accomplish our mission by focusing on our goals*

## **OUR GOALS**

Strengthen the impact, reach and performance of our organization in order to better serve Iowans.

Grow and engage our audience.

Deliver national, international and local news and cultural programming, meeting the needs of our audience.

Develop a sustainable funding model that allows our network to thrive.

## NEWS VISION

Iowa Public Radio News will be the premier statewide news service reporting on the issues and events that are important to Iowans across the state.

GOALS	OBJECTIVES AND STRATEGIES
<p><b>INCREASE LISTENING</b> <i>Increase weekly cume rating by 25% by 2016</i></p>	<ul style="list-style-type: none"> <li>❖ Expand reporting                             <ul style="list-style-type: none"> <li>○ Expand coverage to include investigative and enterprise stories no longer covered by other media outlets vulnerable to significant reduction in resources</li> <li>○ Increase volume of series, special projects, special broadcasts and news events</li> </ul> </li> <li>❖ Provide a consistently high quality of sound                             <ul style="list-style-type: none"> <li>○ Develop, document and implement air check policies and practices</li> <li>○ Develop, document and implement editing standards</li> <li>○ Invest in on-going training and development</li> </ul> </li> </ul>
<p><b>INCREASE NEWS WEB TRAFFIC</b> <i>Increase monthly page views to news room 100% by 2016</i></p>	<ul style="list-style-type: none"> <li>❖ Expand news content in digital platforms in order to increase access to news by a wider range of Iowans                             <ul style="list-style-type: none"> <li>○ Invest in training to create relevant news content for the web</li> <li>○ Improve structure that pushes news content to the web</li> </ul> </li> <li>❖ Increase social media audience engagement platforms in order to increase reach to young and tech-savvy Iowans                             <ul style="list-style-type: none"> <li>○ Invest in training and tools to support on-air host engagement</li> <li>○ Improve web structure to position and promote social engagement</li> </ul> </li> </ul>
<p><b>EXPAND STATEWIDE NEWS COVERAGE</b> <i>Expand geographic diversity of stories beyond signal-specific markets</i></p>	<ul style="list-style-type: none"> <li>❖ Increase news staff in underserved regions                             <ul style="list-style-type: none"> <li>○ Create news bureaus in Quad Cities and Sioux City</li> <li>○ Add FTE reporting staff to support new bureaus</li> </ul> </li> <li>❖ Ensure news and talk show content has statewide relevance and perspective                             <ul style="list-style-type: none"> <li>○ Regularly include community activity to ensure that content is relevant</li> <li>○ Employ social media techniques to gather community input and synthesize with relevant story development</li> </ul> </li> </ul>

## STUDIO ONE VISION

Iowa Public Radio Studio One will be Iowa’s premier source for alternative music, presenting local and national programming.

GOALS	OBJECTIVES AND STRATEGIES
<p><b>INCREASE LISTENING</b> <i>Increase weekly cume rating by 25% by 2016</i></p>	<ul style="list-style-type: none"> <li>❖ Improve quality of sound                             <ul style="list-style-type: none"> <li>○ Develop and implement air check policies and practices</li> </ul> </li> <li>❖ Expand programming in order to transform casual listener into core listener                             <ul style="list-style-type: none"> <li>○ Monitor loyalty metrics to determine room for improvement</li> <li>○ Develop new programming</li> <li>○ Enhance current programming</li> </ul> </li> </ul>
<p><b>INCREASE OUTREACH</b> <i>Increase program outreach activity 15% by 2016</i></p>	<ul style="list-style-type: none"> <li>❖ Expand special broadcast activity                             <ul style="list-style-type: none"> <li>○ Develop promotional relationships with high quality alternative music artists</li> </ul> </li> <li>❖ Expand special series activity                             <ul style="list-style-type: none"> <li>○ Develop live performance programming beyond current successes like “<i>Java Blend</i>”</li> </ul> </li> </ul>
<p><b>INCREASE STUDIO ONE WEB TRAFFIC</b> <i>Increase monthly page views to Studio One 25% by 2016</i></p>	<ul style="list-style-type: none"> <li>❖ Expand Studio One promotion in digital platforms                             <ul style="list-style-type: none"> <li>○ Invest in training to create Studio One promotion for the web</li> <li>○ Improve structure that pushes Studio One promotion to the web</li> </ul> </li> <li>❖ Increase social media audience engagement                             <ul style="list-style-type: none"> <li>○ Invest in training and tools to support on-air host engagement</li> <li>○ Improve web structure to position and promote social engagement</li> </ul> </li> </ul>

## CLASSICAL VISION

Iowa Public Radio Classical will be the premier source for classical music performances in Iowa as well as performances from around the world.

GOALS	OBJECTIVES AND STRATEGIES
<p><b>INCREASE LISTENING</b> <i>Increase weekly cume rating</i></p> <ul style="list-style-type: none"> <li>• For locally produced programming, 25% by 2016</li> <li>• For nationally produced programming, 10% by 2016</li> </ul>	<ul style="list-style-type: none"> <li>❖ Expand programming in order to appeal to a broader audience                             <ul style="list-style-type: none"> <li>○ Adopt industry best practices for playlist development</li> <li>○ Improve accessibility through multi-platform delivery options</li> </ul> </li> <li>❖ Provide a consistent high quality sound                             <ul style="list-style-type: none"> <li>○ Develop, document and implement air check policies and practices</li> <li>○ Invest in on-air host presentation training and techniques</li> </ul> </li> </ul>
<p><b>INCREASE OUTREACH</b> <i>Increase program outreach activity 50% by 2016</i></p>	<ul style="list-style-type: none"> <li>❖ Expand special broadcast activity                             <ul style="list-style-type: none"> <li>○ Develop promotional relationships with regional, high quality classical music presenters</li> <li>○ Explore, support and nurture local and regional talent and determine appropriate fit given the objective</li> </ul> </li> <li>❖ Expand special series activity                             <ul style="list-style-type: none"> <li>○ Develop performance programming beyond symphonies and university concerts</li> <li>○ Explore and develop in-studio performance opportunities</li> </ul> </li> </ul>
<p><b>INCREASE CLASSICAL WEB TRAFFIC</b> <i>Increase monthly page views to classical 15% by 2016</i></p>	<ul style="list-style-type: none"> <li>❖ Expand classical promotion in digital platforms in order to enhance access to a greater audience                             <ul style="list-style-type: none"> <li>○ Invest in training to create classical promotion for the web</li> <li>○ Improve structure that pushes classical promotion to the web</li> </ul> </li> <li>❖ Increase social media audience engagement                             <ul style="list-style-type: none"> <li>○ Invest in training and tools to support on-air host engagement</li> </ul> </li> </ul>

## DEVELOPMENT VISION

Iowa Public Radio's development unit will increase private funding through membership, corporate support and major gifts and develop a sustainable funding model for our statewide network.

GOALS	OBJECTIVES AND STRATEGIES
<p><b>INCREASE INCOME FROM TRADITIONAL REVENUE STREAMS</b> <i>Increase membership income by 10% and underwriting by 25% by 2016</i></p>	<ul style="list-style-type: none"> <li>❖ Increase the number of listeners who contribute, and the average size gifts</li> <li>❖ Increase annual underwriting</li> <li>❖ Maintain university contributions at 12.5% of total operating income</li> </ul>
<p><b>DEVELOP NEW REVENUE STREAMS</b> <i>Expand development activity to include a major, planned and endowment gifts program with a goal to raise \$1 million by 2016</i></p>	<ul style="list-style-type: none"> <li>❖ Develop and sustain a major gifts program                             <ul style="list-style-type: none"> <li>○ Identify individual, corporate and foundation prospects with the capacity to give gifts of 5-figures and higher</li> <li>○ Develop a program to target and cultivate major gift prospects</li> <li>○ Develop a planned giving program to cultivate IPR's most committed annual donors, exposing them to and promoting future/estate gifts.</li> </ul> </li> </ul>
<p><b>DEVELOP A DONOR RELATIONS PROGRAM</b> <i>Establish meaningful cultivation, stewardship and recognition for donors each year</i></p>	<ul style="list-style-type: none"> <li>❖ Establish and sustain a donor relations program                             <ul style="list-style-type: none"> <li>○ Administer on-going gift recognition correspondence</li> <li>○ Increase volunteer engagement</li> <li>○ Invest in donor cultivation, stewardship and recognition activities and events</li> </ul> </li> </ul>
<p><b>DEVELOP CAPITAL PLAN:</b> <i>Partner with universities to develop plan for maintaining and replacing university-owned capital equipment</i></p>	<ul style="list-style-type: none"> <li>❖ Establish 5 and 10 year capital plans</li> <li>❖ Jointly seek capital dollars from public and private donors</li> </ul>
<p><b>ADJUST GOVERNANCE STRUCTURE TO REFLECT GROWING NEED FOR NON-UNIVERSITY FUNDING</b></p>	<ul style="list-style-type: none"> <li>❖ Grow the IPR Board by 2-4 members*                             <ul style="list-style-type: none"> <li>○ In partnership with Board of Regents, identify and appoint additional board members who have passion for our work and capacity to help increase funding from private donors</li> <li>○ Create geographical diversity, representative of a statewide network</li> <li>○ Maintain university control provisions</li> </ul> </li> </ul>

\* There are currently 7 IPR Board members. This recommendation would increase the total number of board members to 9 or 11. Three members would continue to be university representatives.

## ADMINISTRATIVE VISION

Iowa Public Radio's administrative unit will be a fully integrated support unit for accounting, financial, human resource, legal and compliance activity.

GOALS	OBJECTIVES AND STRATEGIES
<p><b>IMPROVE FINANCE AND ACCOUNTING PRACTICES</b> <i>Invest in people and resources for better controls, reporting and separation of duties in order to deliver a clean audit</i></p>	<ul style="list-style-type: none"> <li>❖ Maintain excellence in site administration and accounting practices in order to prepare IPR financial reports including statement of activities, balance sheet, cash flows and other financial reporting activities</li> <li>❖ Invest in a robust accounting software program that allows flexibility to support the enterprise and its multiple entities and is equipped with inherent controls</li> <li>❖ In order to establish financial independence, develop policies and procedures regarding cash management, purchasing and payables processing</li> </ul>
<p><b>IMPROVE HUMAN RESOURCE PRACTICES</b> <i>Develop comprehensive program for recruiting, employee performance and development programs to promote talent management</i></p>	<ul style="list-style-type: none"> <li>❖ Maintain an adequately trained human resource professional to centralize and manage employee activity</li> <li>❖ Expand employee performance management programs</li> <li>❖ Invest in employee training and development programs</li> </ul>
<p><b>IMPROVE LEGAL AND COMPLIANCE PRACTICES</b> <i>Centralize legal, compliance and grants administration efforts to minimize duplication of efforts</i></p>	<ul style="list-style-type: none"> <li>❖ Invest carefully in use of legal counsel for organizational and FCC activity</li> <li>❖ Maintain Corporation for Public Broadcasting eligibility</li> </ul>

## NETWORK OPERATIONS

Iowa Public Radio's network operations unit will consistently provide reliable, high-quality content delivery to Iowans.

GOALS	OBJECTIVES AND STRATEGIES
<p><b>ESTABLISH RELIABLE BROADCAST OPERATIONS</b> <i>Implement state of the art content delivery systems; reduce audio error by 25%</i></p>	<ul style="list-style-type: none"> <li>❖ Implement audio workstation environment with disaster recovery back-up</li> <li>❖ Implement music library management system</li> <li>❖ Develop policies and procedures for training, cross-training and recovery</li> </ul>
<p><b>ESTABLISH RELIABLE ENGINEERING SERVICES</b> <i>Construct new and rehabilitate field facilities by 2016; reduce the down time by 25%</i></p>	<ul style="list-style-type: none"> <li>❖ Construct new transmitter facilities as licenses are granted</li> <li>❖ Rehabilitate current transmitter facilities by repairing and replacing equipment</li> <li>❖ Develop policy on maintenance and replacement cycles</li> </ul>
<p><b>ESTABLISH RELIABLE IT SERVICES</b> <i>Provide enterprise solution for system support and WAN environment</i></p>	<ul style="list-style-type: none"> <li>❖ Implement network solution for email, document storage and audio storage</li> <li>❖ Develop policies and procedures for inventory management, user requirements and service</li> <li>❖ Develop security protocol</li> </ul>
<p><b>IDENTIFY EXPANSION OPPORTUNITIES</b></p>	<ul style="list-style-type: none"> <li>❖ Seek opportunities to bring Classical service to unserved communities in central Iowa</li> <li>❖ Seek strategic opportunities for serving western Iowans with our News/Studio service</li> <li>❖ Explore advancing technology options for reaching new audiences</li> </ul>

## COMMUNICATIONS

Iowa Public Radio’s communications will deliver information with transparency to internal and external stakeholders.

GOALS	OBJECTIVES AND STRATEGIES
<p><b>PROVIDE DISCIPLINED COMMUNICATIONS TO INTERNAL STAKEHOLDERS</b> <i>Establish and implement an employee communications plan</i></p>	<ul style="list-style-type: none"> <li>❖ Develop and distribute Radio Activity: IPR’s Employee Newsletter</li> <li>❖ Regularly survey employees identifying trends, moods and themes</li> <li>❖ Develop departmental procedures for internal communications</li> </ul>
<p><b>PROVIDE DISCIPLINED COMMUNICATIONS TO EXTERNAL STAKEHOLDERS</b> <i>Establish and implement an external communications plan</i></p>	<ul style="list-style-type: none"> <li>❖ Develop and distribute the IPR VIP Stakeholder Newsletter</li> <li>❖ Establish public relations program to generate awareness beyond core audience</li> <li>❖ Develop departmental procedures for external communications</li> </ul>
<p><b>PROVIDE BRAND MANAGEMENT AND COMMUNICATIONS PLAN</b> <i>Establish and implement brand management and brand extension plans</i></p>	<ul style="list-style-type: none"> <li>❖ Implement a public opinion survey as an additional tool to Arbitron ratings</li> <li>❖ Implement a brand management plan with marketing extensions to programming</li> <li>❖ Develop policies and procedures for brand management protocol</li> </ul>