



WYSO BOARD MINUTES

June 17, 2015

WYSO Conference Room
Yellow Springs, Ohio

Members present: Kevin Rose, Natalie Skilliter, Seth Gordon, Kristen Wicker, Fred Bartenstein, Don Hayashi, Ashley Appleman, Nancy Nash, Kevin McGruder, Chuck Berry, Herbert Cousins and Glenn Watts.

Members absent: Bruce Bradtmiller, David Seyer and William Linesch.

Staff present: Neenah Ellis, Doug Hull and Luke Dennis.

Seth called the meeting to order at 8:19 a.m. He announced that Heather Bailey has resigned from the Board.

Check-in. Seth asked the Board members if they would like to comment on a station-related item. He mentioned that Quil Lawrence, award-winning correspondent for NPR News, came to Wright State University on June 10. Neenah said Quil put on a workshop for the staff and that his presentation was very well received.

Minutes. Consideration was given to the Agenda-Minutes of the meeting of April 15, 2015, that had been circulated prior to this meeting. It was decided that they should be augmented and put in the standard format before being posted to the station's website. Seth will revise the text and send the minutes to Glenn for reformatting. They will then be submitted to the Board for consideration at the August 19, 2015 meeting.

Officers. Seth said that when he became Chair he agreed to serve for two years. His second term will end this month. The plan was for Natalie to assume the Chair, but she has new work demands and has asked that she not assume the Chair for another year. Seth is willing to serve an additional year as Chair, but the Board needs to determine if this is what is wanted.

Seth and Natalie left the room. After a brief discussion, the Board decided by acclamation to retain Seth and Natalie in their present officer positions for another year. Because the Chair is appointed by the Antioch College President, Glenn will send a letter informing President Roosevelt of the Board's recommendation. Neenah will check with Natalie in six months to confirm that she will be able to assume the Chair in 2016.

Seth informed the Board that he has just been elected to the Antioch College Alumni Board for a three-year term.

Dashboard Review. Fred distributed the Dashboard as of June 12, 2015. The Dashboard contains a column showing the status of the various projects contained in the strategic plan. The focus at the meeting was on those items marked with an "N" because those are the things that are behind schedule. Only those projects that are not on schedule or for which important new information is available were discussed:

2.a. Total revenue for this fiscal year will not exceed last year by \$30,000 or 2%. Doug reported that the station will exceed FY 2014's budgeted revenue level by \$30,000 but not surpass the FY 2014 Actual Revenues.

2.c. Luke will unveil Underwriting Revenue for FY 2015 later in the meeting.

3.c. Later in the meeting Neenah will discuss NPR coming in July to discuss a collaborative project with Think TV on the *American Graduate*.

4.b. The antenna relocation has begun. Neenah said that detailed site drawings have been completed and early work with contractors has started.

5.a. As of June 9 the station has raised \$570,000, including a \$30,000 matching grant from the Yellow Springs Community Foundation, toward the goal of \$600,000 for the antenna relocation. There are more prospective donors being contacted. Luke is asking that the deadline be extended until the end of August.

Chuck questioned why it is taking so long to raise money for what is an obvious need. He noted that there are several organizations currently conducting campaigns and they are raising larger sums in less time. Neenah responded that these organizations have professional staffs and at WYSO there are not enough people to handle the many things that need to be done. Therefore, sometimes things that are high priority have to be pushed to the back burner for a time. Seth said that while the antenna relocation is clearly a high priority for the Board, it may not be seen as very important to many donors. We will have a better understanding after the campaign consultant has had a chance to interview potential donors. Chuck suggested that we find out what other stations have done when they have had campaigns, and that we consider adding staff if we are going to have a successful capital campaign.

5.b. Establishing the goal, case statement, and campaign cabinet for Phase II of the Capital Campaign is behind schedule. Luke reported that \$4,000 of the needed \$12,000 has been raised for the consultant to assist with developing the goal, case statement and cabinet. Bruce has agreed to be the chair of the campaign. Luke proposed extending the deadline to the end of September.

7.c. Neenah said Antioch College's Media Arts Department has an open position and there has been discussion of a Community Voices-type course being taught by that person for College students. This person would also oversee independent student projects that would be done at and for WYSO. Currently, there are three Miller Fellows at WYSO and if this proposal goes forward, they might be able to prepare media projects for credit. This is only at the discussion phase.

Fred asked that the deadlines be extended as proposed. There were no objections to these extensions.

Financial Report. Doug distributed a schedule showing the financial activity for the period ending May 31, 2015. This schedule shows actual and budget numbers for the most recent

month, and year-to-date for the current and two prior years. Doug said he would be focusing on the middle column, the dollar variance from Budget to Actual.

Eleven months of the year are already completed. Gift Revenue is \$66,257 over budget and this excess is helping to cover revenue categories that have not performed as well. Underwriting is \$54,042 under budget and Special Events and Other is under budget by \$34,739. Contributions from members have been strong which reflects the success of the direct mail program that Luke has put in place. The direct mail program increased costs, but it has been a good investment. Special Events and Other will get a bit better by the end of the year because the Reunion money, perhaps \$5,000 to \$10,000, will be booked in June. Total Revenues is above budget by \$291,222, but this is because the tower revenue is being booked as current revenue. If you subtract the \$280,279 of tower revenue, the net total revenue is about a positive \$11,000.

Total Expenses are also positive by \$74,368. Part of this is due to a change in the treatment of Depreciation. If the change had not occurred, the Total Expense line would show about a positive variance of \$17,000. Therefore, after eleven months, the adjusted Net Revenue (Expense) line as it would have looked when we assembled the budget shows a positive variance of about \$28,000 (\$11,000 + \$17,000).

Chuck noted that Underwriting and grants are down and Programming and Purchased Services is up. Doug responded that if the three grant lines are combined, they would show a positive variance of about \$21,500.

Glenn asked why the tower revenue is being booked in the current year when much of it will be spent next year. Doug responded that this is the convention that the College has asked him to use, but it is a Temporarily Restricted Revenue. This convention does introduce a distortion into the presentation.

Budget for 2015-16. Doug distributed a schedule showing the proposed budget. The process started in January and the station's proposed budget was submitted to the College in March. The station was asked a few weeks later to modify and resubmit the budget and then nothing happened for a couple of months. On June 1 the College announced the budget and there was little opportunity for additional input.

The first three columns of the schedule are for the current year. The first column is the projected year-end result, the second is the current year budget, and the third is the variance between the two. The final column is the 2015-16 budget. The budget assumes strong gift revenues for the remainder of the current year with Gifts slightly above the current level in the new budget. The budget projects Gifts of \$750,000, which is a step up from the current year. Underwriting is nearly flat at \$325,000. Because the station did not make its current Underwriting target, the College will not permit the station to budget at a higher level. This is an area where we have the potential to generate additional income, but the College has made it difficult to apply the most recent experience to the budget. Underwriting has been reduced by \$50,000 from the prior budget and this has made it necessary to cut costs by this same amount. Special Events revenue has been reduced somewhat. Total revenue is projected to be nearly \$2.0 million.

On the Expense side, Salaries and Benefits are up from last year.

The bottom line is that the budget is about flat compared to the current year, and we again expect to produce a small surplus. This requires Gift Revenue to grow and help cover some of the other categories. Salaries and Benefits for the current staff have been extended into next year; there is no increase in manpower. Any added staff to support the capital campaign will need to come from other revenue sources. The biggest challenge is how the station will meet its grant obligations, because the needed contract labor (Consulting Services and Purchased Services) is not included in the budget. This impacts Community Voices and Youth Radio because the instructors for these programs fall into the contract labor category.

Neenah said it was unfortunate that the station did not have an opportunity to discuss this situation with the College, but the process did not follow the initial plan and there was no time to review potential problems. Nancy asked if there was some way within the budget to manage this situation and Glenn responded that the station would need to generate an added \$50,000 from some other source. The most likely option would be to increase Underwriting Revenue and use that money to pay the contract labor. Kevin M. said he is on the College budget committee and the process described is not what was supposed to happen. There was supposed to be a meeting with every department between March and June and it is disappointing that this did not happen. Neenah said the process described in early January appeared very good, but it broke down somewhere. Doug said some of the College departments came in very high and this took a lot of College staff time to resolve.

Fred said it appears that the revenue for the Tower Project is included in the budget, but not the expense. Does this not create a shortfall that the College will need to cover? Doug responded that the cost of the tower has been capitalized (included in the separate capital budget) and that he has netted out the Tower revenue from the total. Therefore, there is no inherent shortfall. Fred then asked if this means that the College will not be providing a subsidy for the station and Doug confirmed that this will be the case. This was accomplished by increasing revenue and holding the line on expenses. Nancy said this was the goal established a few years ago.

Don asked about compensation increases and Doug said the College has mandated a 2% across-the-board ceiling for all staff. There is no performance component. Neenah said she can redistribute the pool, but this means that some people would be moving backwards. She plans to review the salary situation during the year and to do some industry benchmark studies. She believes that some staff are at or near the industry standard, but that others are below. She hopes that this will result in adjustments that produce greater equity.

Committee/Board Responsibilities. Seth introduced the discussion by saying that when it was thought that three senior people might leave the Board, he and Natalie discussed the possibility of restructuring the committees and bringing on some additional people. Luke proposed that the committees be made more outcome directed and action oriented. He recommended that the Leaders Committee be eliminated and replaced by an Events Committee. The new committee would manage the Leaders events, including cultivation events and Listening Parties, and they might hold events in Dayton and Springfield. The new group would also work with Next Up on activities and develop sustainer appreciation events. Luke has discussed this with Don and Fred.

Nancy attended a meeting of the Association of Fundraising Professionals at Sinclair College. A presenter from the Dayton Performing Arts Alliance talked about a skills matrix and a board member self-evaluation skills inventory. Nancy handed out copies of these documents as examples of what the WYSO Board might adopt. The WYSO Board has considered geographic representation and certain general skills, but the DPAA approach is more comprehensive. The inventory allows identification of new skills that are needed and the annual assessment causes members to review their participation and determine if they are meeting their obligations. Chuck suggested that a number system might be better than a yes-no skill factor rating. Nancy responded that there is a numbering system that drives the formulas, but she did not provide that level of detail today.

Chuck asked if this process would create a lot of work for Board members. He cautioned that we don't want to make it so difficult to be a WYSO Board member that people will not agree to serve. Kevin R. said all of the Boards he is on use this kind of device and they are not a burden. He also asked if we would be looking for other qualifications such as community and constituency. Chuck also suggested that we may want candidates who have the ability to contribute to the station or connections to those who do. Nancy listed our current qualifications for Board membership and said we will consider others. She also noted that the survey and matrix will not be onerous and should be of considerable value as we seek new Board members.

Seth asked if these processes can be completed before July 4 so that the review of candidates can happen at the August meeting. Can we get the names of possible new Board members soon enough so that we can have their statement of qualifications and interest before mid-July? This will require everyone to respond quickly to their e-mails. The Board seemed to feel that this is possible.

Seth said he has given the names of two possible candidates to Natalie. One is a younger person who just finished Community Voices and is an active volunteer. Recruiting up-and-coming young people like this should be an objective. Nancy said all Board members will be asked to suggest names and that nominees will be asked to provide background information.

Glenn suggested that we use our committees as "farm teams" to try out potential Board members. Luke and Nancy agreed, and Nancy noted that Next Up has served in this way. She also suggested that the Leaders group be looked at for potential members.

Next Up. Ashley said they held an event in April with Black Box Improv Theater that was their last event this fiscal year. It was successful with good attendance. They have not met since, but they will start planning for the next year in July and she will report in August. This has been the group's first full year of programming and she considers it to have been successful. Nancy asked if there was a way, without being intrusive or imposing on the core membership, to know more about their skills and abilities. Ashley said the members know each other, but information of this type could be gathered.

Marketing & Development. Natalie handed out a paper describing the Key Messaging process. She distributed a document on "key message development" that is used by Vella, Inc. to help clients determine the focus of their communications. Clients need to articulate who

they are, what they do and to differentiate their organization from others. WYSO hasn't done this in a while and we need to update how we describe the station. This is particularly important because of the antenna relocation. WYSO describes itself as a local station, but this does not resonate with many in the audience who do not see themselves as Yellow Springs or Dayton. She and the staff will be working to develop language to better define the station, what makes it unique, and why people should care.

Natalie next distributed the draft Communication Plan for the WYSO Tower Relocation. The first section attempts to define the message and the second focuses on the audience. Messaging needs to reach both perspective listeners and potential underwriters. The Strategies and Tactics section deals with how best to use the \$60,000 advertising budget. Luke and Natalie met with Larry Ryan to discuss marketing and he provided some very good guidance. Billboards and web capture with geo-fencing should be used, as well as spots on cable TV and Think TV. The focus will be on Butler and Warren counties, and there are some smaller publications in these counties that might be used. Larry recommended that multiple channels be used rather than using a single medium. This will be a 90-day campaign, longer if they can stretch the money.

Neenah asked about using Cox Newspapers, but Natalie explained that Cox does not target the two counties and is quite expensive. If we were trying to reach Dayton, Cox would be effective.

Kevin R. suggested that we consider paid sponsorships on social media. We could reach specific audiences, such as those affiliated with arts organizations, and let them actually sample what we do by clicking to a story on our website. Facebook would likely be effective with listeners 30 and under.

For underwriting, Natalie is recommending that there be a specific person designated as Board liaison to work with the staff. Having a committee communicate directly with the sales staff would likely be confusing. Most important, the station needs a specific plan for reaching potential underwriters in the area that will be added to the coverage map.

Grassroots/Community Relations needs to be part of the plan. Natalie has developed a list of the community organizations along the I-75 corridor (Lions, Rotary, Chambers of Commerce, etc.) that she has passed along to Luke. Starting in January Luke hopes to have some speaking engagements to introduce the station.

Chuck suggested that billboards along I-75 be considered and Natalie said they have looked into the two companies that rent these spaces. One is much more economical than the other. She added that Larry Ryan has a very good understanding of the market and she looks to him for advice on what will work best.

Luke handed out the two-page version of the Media Kit and asked that Board members take several copies and give them to underwriting prospects. Underwriting sales is all about relationships and Natalie asked that members share the kit with people in their networks. She noted that the seven-page version is available on the station's website. Luke added that the longer version of the kit is intended as a "leave behind," but the two-page piece is designed to start conversations.

Luke reported that there has been an increase in the number of referrals coming in as a result of the seven-page version being on the website. He is listed as the contact person and so inquiries come to him. He then distributes prospects to the sales staff. It took a couple of years to get this created, but it is working well.

Fred asked about the significance of the 70 dBu signal. He suggested that if 70 dBu provides good reception, the map should focus on 70 dBu and up rather than make it appear that 80 dBu is the most important. Chuck responded that for good FM reception, most people use 60 dBu as the standard. Luke said they will redraw the map when the antenna is relocated.

Seth observed that there is no contact information on the sheet. Luke agreed and said when they redo the map they will include his contact information and the website.

Development: Luke said the capital campaign for the antenna relocation has raised \$570,000 if the \$30,000 grant from Yellow Springs Community Foundation is included. There are six viable donors who will be contacted in the near future; three will be seen this week. In addition, pledge cards will be given to everyone who attends the Broadcasters Ball. Luke felt that they are close to the goal, but they should already be there. It takes the same amount of effort to contact a \$1,000 donor as it does a \$10,000 donor, and soliciting for the tower has been hampered by inadequate information on the capacity of the donors. The station staff did not have outside help and on their own they were frequently wrong about the capacity of potential donors.

Kevin R. asked if the problem might be lack of interest in the tower project rather than inadequate capacity. Luke said this was quite possible. Ideally, you know about a potential donor's interests and present him or her with a project that fits those interests. Of necessity, he and Neenah have been working backwards. In the broader campaign, having multiple projects will help because multiple projects are more likely to have something of interest to more donors.

The effort to raise the money to hire campaign consultants, the Benefactor Group, is about a third of the way. This firm will help us with the larger campaign, but this is on hold until we can raise the rest of the money. The first \$4,000 came from the Dayton Foundation because they know that this will build capacity for the station. Two other foundations have declined.

Pet War Update. Luke said that although donors gave \$2,000 less this year than last, total giving is well ahead of last year and we have already received contributions from those who otherwise might have called. In addition, premium expenses were far lower this year. Last year we offered Member Cards and plastic water bowls, but this year the only premium was the rabies inoculation at SICSA (Society for the Improvement of Conditions for Stray Animals) provided by Rick & Chris Kristensen of the KrisK Realty Group in Yellow Springs. This worked out very well and Luke is looking for other "social good" premiums to offer during the fall drive.

Dogs won this year by five votes out of 181 votes cast. Cats won last year by three votes.

"Poker Run" Event. Luke announced that Gary Honnert, a former Resource Board member, has developed a fund raising event for the station. It is the "Poker Run" for anyone with a

motorized two- or three-wheeled vehicle. It is a scenic three-hour ride starting at WYSO and visiting four of our sponsoring dealerships. At each stop, riders will draw a poker card in an attempt to get the best poker hand. The ride ends with food, refreshments and the awarding of prizes. There will be T-shirts, food and gifts. Gary has organized this event with the help of his club, the Gem City Rollers. It will be Saturday, June 27, 2015. There is a \$20 registration fee and each of the sponsors has contributed \$250.

Underwriting Performance. Chuck asked how underwriting is performing. Luke said it has gotten better since the last meeting, but is still underperforming for the year. He noted that there has been a 60% decrease in national public media sales. These are purchases for national accounts by advertising agencies. It seems that there are national buyers who are purchasing the Indianapolis, Cincinnati and Columbus markets and assuming that they have covered the Dayton market. Luke said he will be attending the annual Public Media Development Marketing Conference in Washington, D.C. where he will meet with the station's national accounts representative. He is trying to make the station more attractive to national accounts and the Nielsen Rating is up, but national sales are down. Chuck suggested that part of the reason for the decline in national sales is the fact that Dayton is no longer in the top 50 media markets. Neenah said this has been the case since before she arrived, but Chuck said the ranking has been gradually getting worse and Dayton is now 63 or 64.

Local Programming. Neenah said the *Graduating Latino* series finished with ten stories, two of which were by Community Voices producers. The station will be launching a funded art series; Community Voices producers will present program ideas and the station will pay them for the stories. The station has received a second year of funding for a Humanities Council project, this one on Viet Nam. They will be redoing the American Graduate series. An NPR editor will be here in mid-July to do an editing workshop for the staff and to work with them on this next education based series with Think TV.

Broadcasters Ball. Neenah said the station was sponsoring the WYSO Broadcasters Ball on June 19 at the Foundry Theatre. Between 75 and 100 people will be coming from out of town and around 100 seats to the event have been sold already. The station will honor the two living founders of WYSO, Ed Richard and Terry Herndon; Steve Schwerner will also be honored for his many years as a host. Steve was a student when WYSO went on the air for the first time. He later returned to Antioch as a faculty member and hosted a jazz program until 2008. Former WYSO staff and volunteers are coming from all over the country to attend and station will open the WYSO Digital Audio Archives to celebrate. Many of those returning will participate in the multi-media show which will consist of archived radio programs, projected photographs and video, live guests and music performances. Niki Dakota will be the host and the theme is about creating a radio show on the history of WYSO and opening the WYSO Archives. The Archives is a project that the station has been working on for about five years. It has had CPB funding and now the web link is ready. On Friday people will be able to go online and listen to the 300 hours of archived material. All Board members are encouraged to attend the Friday event. Tickets are \$60.

Neenah asked Board members who can't attend the Ball to come to the Open House on Friday from 10:00 to 4:00. On Saturday, lunch will be provided to the people from out of town. On Sunday, Community Voices volunteers will be at the station to help WYSO alumni make recordings.

Thank You. Neenah gave a “Great Thank You” to Luke and Doug for putting the budget in shape. She also will call former Antioch University Vice Chancellor Perry Sabety and thank her, as well. It was Perry who allowed the station to have the seed money needed to move ahead. Our next challenge is to work on staff salaries.

Community Voices. Neenah is looking for ways to further develop Community Voices. She will be attending a national conference next week and she will be talking about bringing people to Yellow Springs for training or bringing people here who can become trainers. The station is starting to realize income from the project with \$15,000 to \$18,000 in revenue being realized this year.

College Leadership. Neenah discussed the departure of Mark Roosevelt at the end of the calendar year and what it will mean for the station. The search process began immediately and discussions have been held with campus constituencies. Kevin M. said the messaging was skillfully handled and the departure was linked to a major gift to the College. The Search Committee hopes to have the candidate identified by October and possibly in place by the end of the calendar year. Seth said there was a very good article in the Chronicle of Higher Education on the Roosevelt departure and he will send a copy to all Board members.

Next Meeting. The next regularly scheduled meeting will be held at **8:15 a.m.** on Wednesday, **August 19, 2015** at the station’s studio location, 150 E. South College Street, Yellow Springs. The Agenda will include approval of the Minutes of the meetings of April 15, 2015 and June 17, 2015, election of new Board members, and reports from each of the committees. Committee Chairs should E-mail agenda topics to the Board Chair not later than the Friday before the meeting. The E-mail should include the topic, the desired outcome (e.g., a resolution) and the estimated time that the discussion will require.

Adjournment. Moved by Don, seconded by Kristen, to adjourn. The vote to adjourn was approved by voice vote and the meeting ended at 10:20 a.m.

Respectfully submitted,
Glenn Watts, Secretary