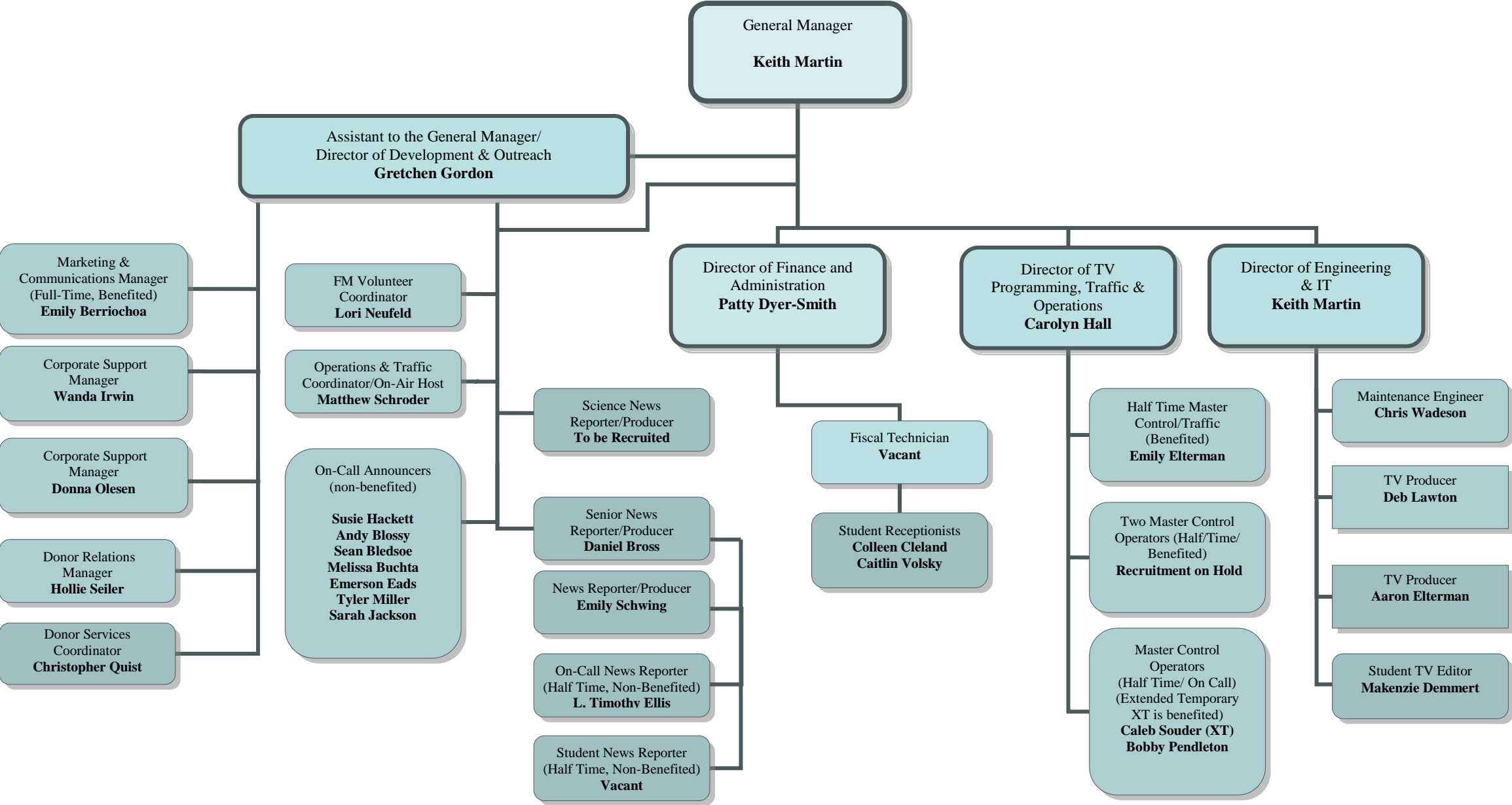


KUAC TV 9 / 89.9 FM
Organizational Chart as 10/15/2014





Strategic Plan 2014-2018

Executive Summary

Since the creation of KUAC's last strategic plan in 2004, the station has weathered many changes, both internally and externally, and is now poised to activate its loyal core audience, expand into new audiences, and engage the community to develop a sense of personal ownership of the organization. The overall purpose of this plan is to increase engagement of the community, University, supporters and other partners to develop within them a sense of personal ownership of KUAC. Put simply, we want our constituents to feel that **"KUAC is MY station."**

To that end, we strive to achieve these goals:

- Goal 1: Provide a high quality programming mix that reflects the unique personality and issues of the Interior in order to grow, diversify and deepen engagement of the KUAC audiences.
- Goal 2: Through the growth, diversification and deepened engagement of the KUAC audiences, increase KUAC's funding base
- Goal 3: Foster an environment that supports a strong, unified team that positively represents KUAC

Core objectives to achieve these goals will include:

- Programming
 - Refresh and reinvest in existing local programming
 - Explore and invest in the creation of new local programming
 - Continue exploration and investment in national program offerings
 - Explore and invest in the development of new media content
- Audience development
 - Expand marketing and communications, both internally and externally
 - Increase audience engagement through social media, in-person events, and personal communications
 - Improved engagement with targeted constituencies (young families, younger audiences and donors, businesses, military, new donors, sustaining donors, major donors, etc.)
 - Increase engagement of current and prospective constituents (donors and audiences)
 - Pursue cost effective and productive partnerships with other community organizations
- Funding
 - Cultivate new and current donors to invest in KUAC
 - Diversify funding channels for donors to engage with KUAC
 - Provide regular stewardship to deepen relationships with supporters
- Internal investment
 - Invest in new technology to provide the tools required for other initiatives
 - Invest in appropriate personnel and physical improvements to accomplish KUAC's goals
 - Conduct ongoing evaluation of activities to insure optimal use of limited resources

KUAC staff and departments will align their annual operational plans to support progress toward these goals.

Program Assessment (SWOT Analysis)

Environmental Conditions

As part of the assessment of environmental conditions, planning participants completed an online survey to indicate KUAC's strengths, weaknesses, opportunities and threats. Through this process, we are looking for the following intersections:

	Opportunities	Threats
Strengths	Where strengths and opportunities intersect: Invest	Where strengths and threats intersect: Defend
Weaknesses	Where weaknesses and opportunities intersect: Decide if you want to pursue and then invest in fixing your weaknesses	Where weaknesses and threats intersect: Damage control or Protect

Strengths

By far, the greatest strength identified was KUAC's **connection to the community**. Through local **programming**, fundraising **events**, and overall programming, respondents felt they had a **relationship** with the station. One participant noted, "I hear my friends and neighbors on this station!"

Opportunities

There is a **strong core of potential ambassadors** for KUAC ready to go if directed productively. Given easy ways to share the station, through **social media**, other **digital platforms**, in-person **engagement activities**, on-air testimonials, this group will be able to build awareness of the station.

Because the audience has such a connection to KUAC, there is a level of **trust in its programming**. As **print media continues to decline**, there is an opportunity to increase the news consumer's reliance on KUAC for information.

New digital platforms develop every day, it seems, and there is an opportunity to develop content specific to KUAC's audiences to enhance the community's connection to the station.

Threats

The loyal core needs to grow to be sustainable. In addition, **maintaining relationships with the existing loyal core is time-intensive**, both in developing programming to serve them and in engaging them in volunteer and donor activities. Without consistent investment in this group, they could turn.

Funding for public broadcasting is always under threat. With the **economy**, **challenges to University funding** and the ever changing **political environment**, KUAC must be prepared for some type of funding cut, particularly when none is on the horizon. Luckily, KUAC has a strong fundraising program on which to base continued diversification and growth.

On average nationally, **younger TV audiences have not migrated to public broadcasting**. We tend to lose them around age 10 and it is becoming more difficult to attract them as they age. In order to maintain the sense that KUAC is connected to the community, we will need to find new

ways to engage this audience, such as **content on-demand and online platforms**. For engaging a younger radio audience, KUAC will need to find new programming attractive to this group. These additions may lead to additional **capital, acquisition and maintenance costs**, on top of ongoing capital demands of a technology based industry.

Weaknesses

Primary weaknesses identified were a perceived shortage of local programming and lack of overall awareness in the communities served.

Opportunities

There is a hunger for **local programming**. Investing in new content will likely produce immediate impact in community engagement and donor development.

Threats

There is always a perception in public broadcasting that the **community doesn't know about us**. Realistically, stations use their own air to promote and spend very little time and resources in other media. Promoting only using our own broadcast signal is kind of like "preaching to the choir."

Goals and Objectives

GOAL 1: [PROGRAMMING] Provide a high quality programming mix that reflects the unique personality and issues of the Interior

Objective 1.1: Create and invest in new, high value local programming targeted to broad segments of our audience

Success indicator

- Increased hours of local programming over prior year(s)

Tactics

1. Develop partnerships with local organizations to create original content
2. Develop partnerships with University departments to air and promote existing content
3. Produce local afternoon newscast for radio

Objective 1.2: Refresh and reinvest in existing local programming

Success indicator

- Increased recognition of local programming in other media and viewer comments

Tactics

1. Review past production archives and extract evergreen programs or modules for future airing

Objective 1.3: Continue exploration and investment in national program offerings

Success indicator

- Increased audience and engagement

Tactics

1. Expand available database of programming offerings on KUAC digital (TV & HD) channels when opportunities arise for program changes on primary channel.
2. Create an inventory of existing content available nationwide, suitable for broadcast with regular, ongoing review.

Objective 1.4: Develop new media content

Success indicator

- Increased traffic to digital platforms

Tactics

1. Develop protocol for including new media content in all local production
2. Increase Yukon Quest and Iditarod coverage through new media

GOAL 2: [ENGAGEMENT] Through the growth, diversification and deepened engagement of the KUAC audiences, increase KUAC's funding base

Objective 2.1: Expand internal marketing and communications

Success indicator

- Improved staff satisfaction regarding availability of information

Tactics

1. Increase information sharing through monthly all staff meetings, Listserv and KUAC Google Calendar

Objective 2.2: Expand external marketing and communications

Success indicator

- Increased awareness of KUAC among new and current external audiences

Tactics

1. Increase external promotion of local production through on-air spots, e-blasts, cross-promotion between TV and Radio and other internal resources
2. Increase advertising in other media (cash and trade)
3. Increase presentations to local organizations (service clubs, etc.)
4. Develop print materials for tourist locations and relocation sites
5. Develop themed marketing campaign to capture overall brand and specific program promotion
6. Increase awareness of funding opportunities through on-air promotion
7. Increased awareness of KUAC channel offerings
8. Website consolidation

Objective 2.3: Increase audience engagement through social media, in-person events, and personal communications

Success indicator

- Increased interaction with constituencies

Tactics

1. Increase the number of content creators for social media to increase number of posts
2. Create social media policy for content management
3. Use existing events (such as Red Green Regatta) to promote programs

Objective 2.4: Improve young family engagement with KUAC

Success indicator

- Increased presence of young families with KUAC activities

Tactics

1. KUAC Kids Club
2. Online family resources (for young families, educators, home schoolers, school districts, youth based organizations, early childhood development programs, etc.)

Objective 2.5: Increase engagement of current and prospective constituents (donors and audiences)

Success indicator

- Increased constituent loyalty and new constituent acquisition

Tactics

1. Fall Fundraiser
2. Spring Fundraiser
3. Expand volunteer fundraising base
4. On-air testimonials from donors and volunteers
5. Regular donor stewardship efforts
6. Outcomes report/announcements
7. Campaign efforts specific to the Art Buswell Society

Objective 2.6: Pursue cost effective and productive partnerships with other community organizations that helps increase awareness of the KUAC brand

Success indicator

- Increased numbers of community organization partners

Tactics

1. Online calendars and event listings
2. Inventory and review existing partnerships for consistency and equitable treatment; establish tiers in partnerships; utilize partnerships more effectively
3. Explore partnership with military
4. Business partnerships through underwriting
5. School district partnership with PBS Learning Media resources

Objective 2.7: Diversify funding channels for donors to engage with KUAC

Success indicator

- New funding platforms developed

Tactics

1. Online social giving platforms
2. Fundraising strategies focused on new donors
3. Modify on-air fundraising strategies to cover all services
4. User-friendly, online giving pages

GOAL 3: [INFRASTRUCTURE] Foster an environment that supports a strong, unified team that positively represents KUAC

Objective 3.1: Invest in appropriate personnel and physical improvements to accomplish KUAC goals

Success indicator

- Performance evaluations of all staff demonstrate individual contributions to the success of the strategic plan

Tactics

1. Mechanisms in place to incorporate team-building into KUAC culture to increase effective communication.
2. Evaluate staff effectiveness and make changes as needed to accomplish goals
3. Recruit and hire full-time staff as appropriate
4. Increase part-time staff (students, etc.) to support local production
5. Ensure that staff have appropriate tools and training to effectively accomplish goals

Objective 3.2: Invest in new technology to provide the tools required for other initiatives

Success indicator

- Technology related barriers to success for other goals are removed

Tactics

1. Invest in infrastructure for increased production capabilities
2. Invest in tools to develop new media content
3. Develop infrastructure for increased connection throughout the Interior

Objective 3.3: Conduct ongoing evaluation of activities to insure the most effective use of limited resources

Success indicator

- Strategic plan is an active guidance to the ongoing operations of KUAC

Tactics

1. Review strategic plan on a quarterly basis through senior management team
2. Annual review and report of progress on strategic plan with all staff
3. Revisit success indicators of all goals on an annual basis to review effectiveness
4. Regular, ongoing review, evaluation and adjustment of departmental action plans in support of KUAC's objectives and strategic direction.

KUAC Strategic Plan DASHBOARD

[illegible]

Spring Fundraiser					
Expand volunteer fundraising base					
On-air testimonials from donors and volunteers					
Regular donor stewardship efforts					
Outcomes report/announcements					
Campaign efforts specific to the Art Buswell Society					
2.6: Pursue partnerships					
Online calendars and event listings					
Inventory and review existing partnerships for consistency and equitable treatment; establish tiers in partnerships; utilize partnerships more effectively					
Explore partnership with military					
Business partnerships through underwriting					
School district partnership with PBS Learning Media resources					
2.7: Diversify funding channels					
Online social giving platforms					
Fundraising strategies focused on new donors					
Modify on-air fundraising strategies to cover all services					
User-friendly, online giving pages					
Goal 3: Infrastructure					
3.1: Invest in personnel and physical improvements					
Mechanisms in place to incorporate team-building into KUAC culture to increase effective communication.					
Evaluate staff effectiveness and make changes as needed to accomplish goals					
Recruit and hire full-time staff as appropriate					
Increase part-time staff (students, etc.) to support local production					
Ensure that staff have appropriate tools and training to effectively accomplish goals					
3.2: Invest in new technology for other initiatives					
Invest in infrastructure for increased production capabilities					
Invest in tools to develop new media content					
Develop infrastructure for increased connection throughout the Interior					
3.3: Conduct ongoing evaluation to insure most effective use of limited resources					
Review strategic plan on a quarterly basis through senior management team					
Annual review and report of progress on strategic plan with all staff					
Revisit success indicators of all goals on an annual basis to review effectiveness					
Regular, ongoing review, evaluation and adjustment of departmental action plans in support of KUAC's objectives and strategic direction.					

Appendix A: Organizational Statements

Brief History

On October 1, 1962, KUAC-FM 104.7 signed on the air, broadcasting from Constitution Hall on the campus of the University of Alaska Fairbanks and was the first public radio station in the 49th state. Today, KUAC-FM 89.9 broadcasts from Ester Dome near Fairbanks and is heard on translators throughout interior Alaska.

KUAC-TV signed on for the first time on December 22, 1971 and was the first public television station in Alaska. In 1995, KUAC-TV joined with KTOO-TV in Juneau and KYUK-TV in Bethel to form AlaskaOne, a network of PBS stations serving all of Alaska outside of Anchorage. KUAC-TV signed on the first high definition public television service in Alaska in 2004. In 2012, KUAC-TV ended its connection with AlaskaOne, which had voted to move operations to Anchorage, and KUAC-TV returned to programming focused on the interests of the Interior.

Mission

We tell stories that would otherwise go untold.

We bring awareness to issues that would otherwise go overlooked.

We present performances that would otherwise be inaccessible.

We educate every generation.

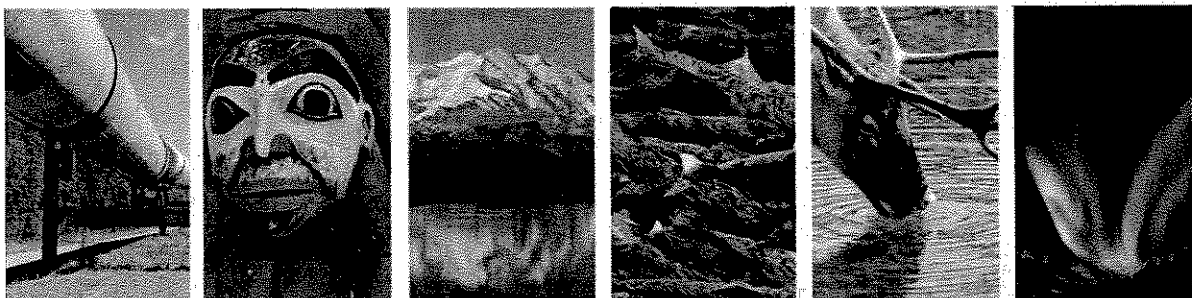
At KUAC, We create radio and television programming that is thought provoking, trustworthy and even life changing – connecting Alaska to the world and the world to Alaska.

Vision

One voice can share a single challenging idea and begin a thoughtful dialog. At KUAC, we give voice to these ideas which results in a larger discussion and a better understanding of our world. Through this vision, change is inspired, people take action and lives are improved.

Values

We strive to achieve our mission and vision by casting all decisions and actions against the values of Independence, Integrity, Community, Education and Sustainability.



Community Perception of KUAC and Athletics Survey

May 2014

DRAFT REPORT

PREPARED FOR University of Alaska Fairbanks
University & Student
Advancement

PREPARED BY Information Insights, Inc.
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Fairbanks, Alaska 99701
907.450.2450 phone
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Introduction

UAF is facing reductions in State general fund support and looking for ways to balance its long and short-term budgets. Two of the actions under consideration for FY15 are reducing State support for intercollegiate sports and KUAC. UAF asked Information Insights to conduct a survey about respondents' views on KUAC and UAF athletics and their value to the community. UAF wanted a quick turnaround on a survey of residents of the entire Fairbanks North Star Borough. The survey is approximately 20 questions in length.

Methodology

Survey instrument

The survey questions were drafted and reviewed by UAF. After edits were incorporated, the final version of the survey was approved by the client. We tried to limit the length of the survey to no longer than fifteen minutes to conduct. Past survey experience has taught us that the shorter the survey the more people will agree to complete it. Given a tight deadline for completing the analysis and report, a shorter data collection period was attractive.

Survey sample

Our sample was drawn from the Fairbanks North Star Borough numbers in the Polk Directory. According to the U.S. Census Bureau's 2013 estimate, the Borough's population is 100,436. We collected 396 surveys, which was more than the 383 surveys needed to provide a 95% confidence level and a confidence level interval of plus or minus 5.

Conducting the survey

Calls were made to the Polk Directory numbers in a random fashion. Once duplicate numbers had been removed, a random sequence generator was used to assign all telephone numbers a value and the numbers were then called in that order. Calls took place on May 12 to May 19, 2014. Calls were made from 6:30 to 9:00 p.m. Approximately 3,036 calls were made over five evenings resulting in 396 completed surveys. Calls that did not result in a completed survey were either due to invalid numbers, numbers where no one answered, individuals who answered but chose not to participate in the survey, and people who asked to be called back at a different time but then did not complete the survey.

Data entry and analysis

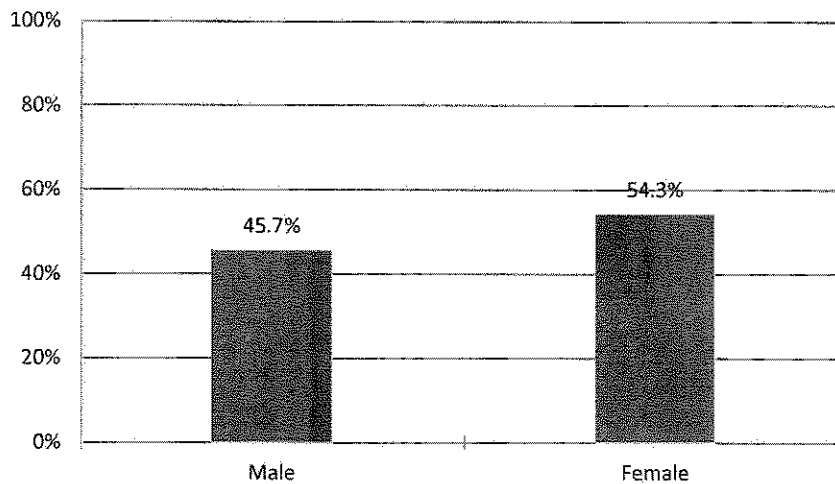
Data entry was completed by one individual who entered the data into SPSS, a statistical software program. Data were then cleaned and checked for any inconsistencies which were resolved by consulting the hard copy of the survey. Analysis was run in SPSS on the cleaned data.

Survey summary

DEMOGRAPHICS

The survey respondents were asked four demographic questions, including gender, age, education, and income. As shown in Figure 1, the sample was slightly more female than male with 54.3% of respondents being women and 45.7% being male.

Figure 1. Gender of respondents



The majority of respondents were older. The largest respondent groups by age were those fifty and above, accounting for 81.1% of respondents. Only 10% of respondents were less than 30 years old.

Figure 2. Age of respondents

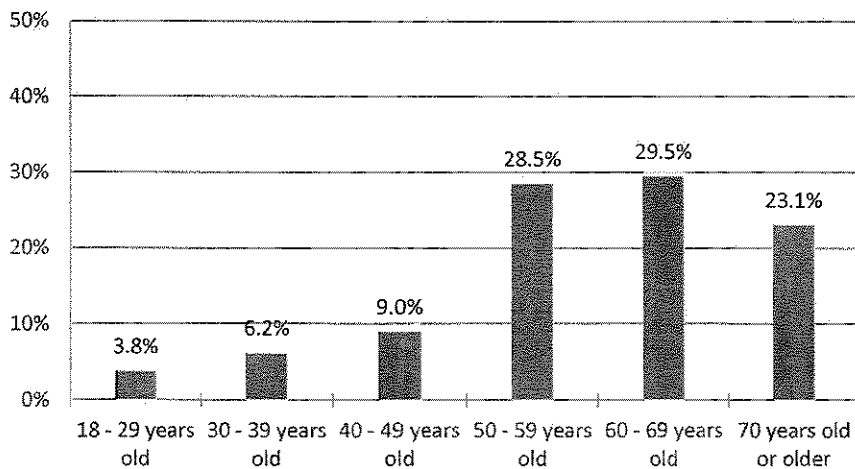


Figure 3 shows the last level of education respondents completed. Just under half of the respondents had a bachelor's degree or graduate or professional degree (46.4%).

Figure 3. Education of respondents

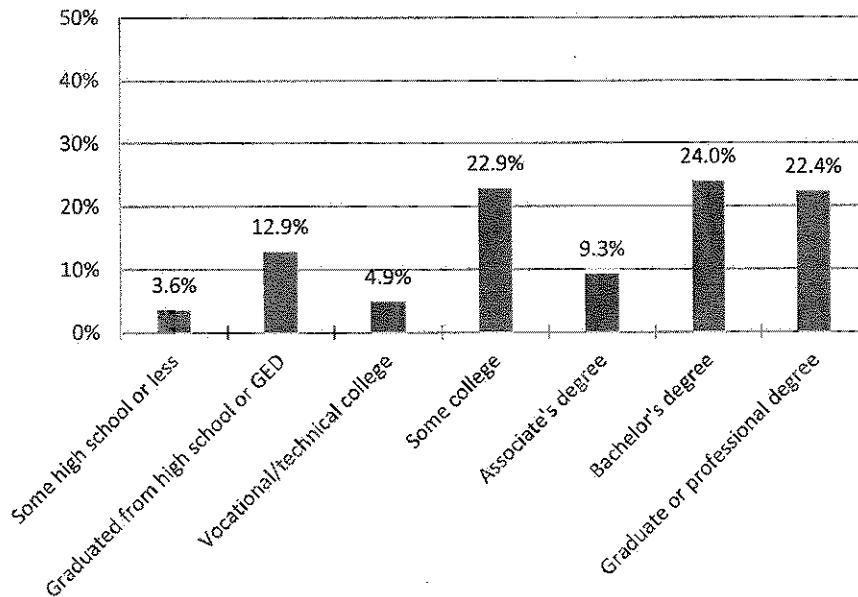
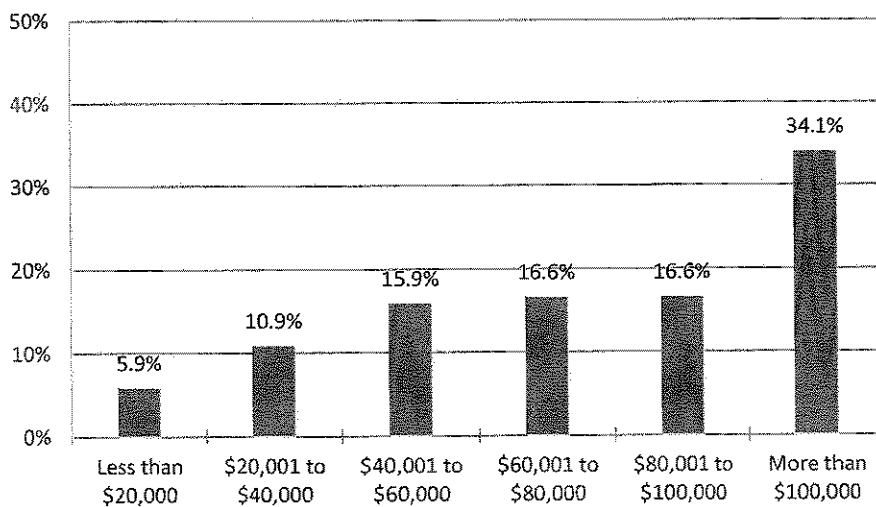


Figure 4 displays annual household income of respondents. Just over a third of respondents (34.1%) earned an annual income of more than \$100,000. Fewer than 20% of respondents had household incomes of less than \$40,000.

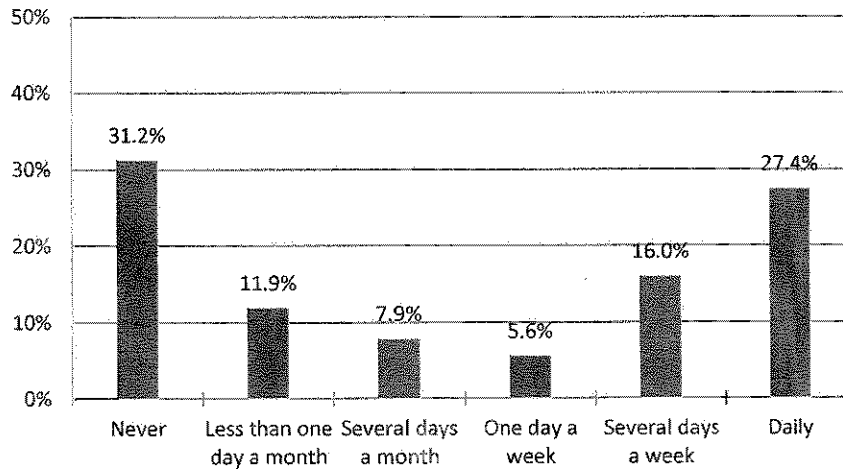
Figure 4. Annual household income of respondents



COMMUNITY PERCEPTION OF KUAC AND ATHLETICS

The survey asked respondents about their perception of KUAC and athletics. The first set of questions specially asked about KUAC public radio. Figure 5 displays how often respondents listened to KUAC public radio. Of the 396 total respondents, 123 respondents (31.2%) never listened to KUAC public radio while 108 respondents (27.4%) listened daily.

Figure 5. How often do you typically listen to KUAC public radio?



When asked about how often respondents listened to the radio in general, the sample was fairly evenly split between listening less than weekly (51.0%) and listening weekly or more (49.0%).

Figure 6. How often do you listen to the radio?

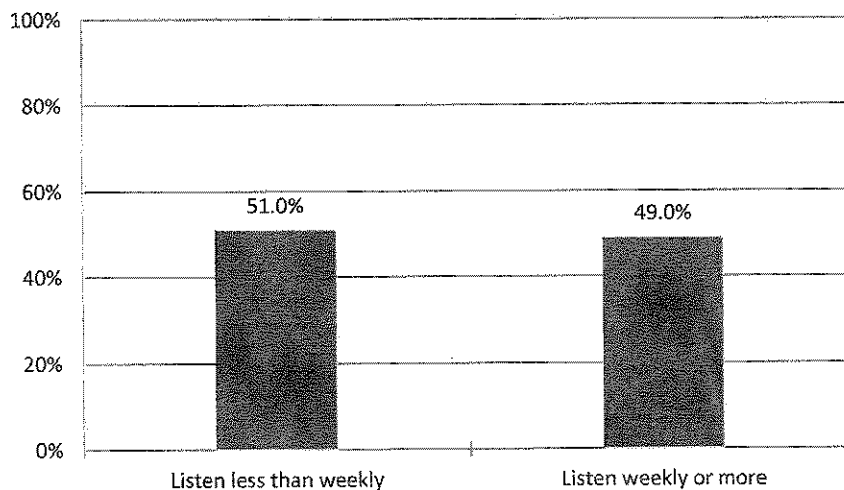
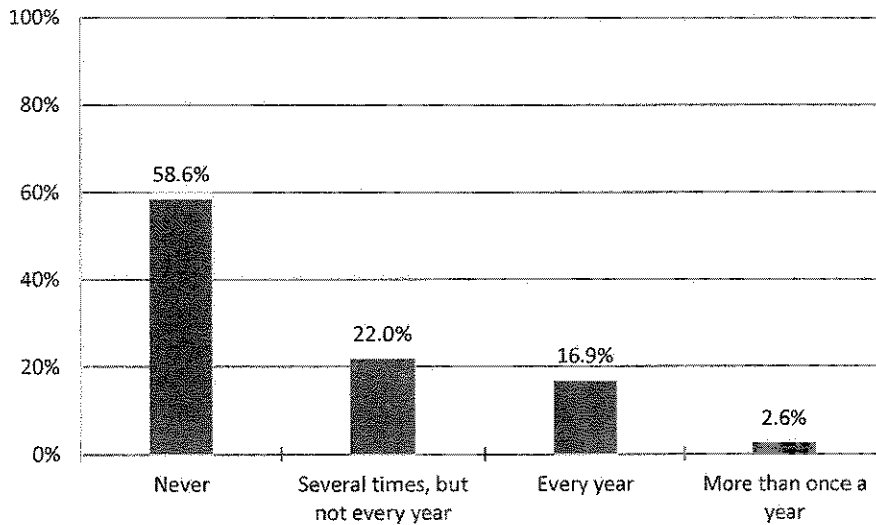


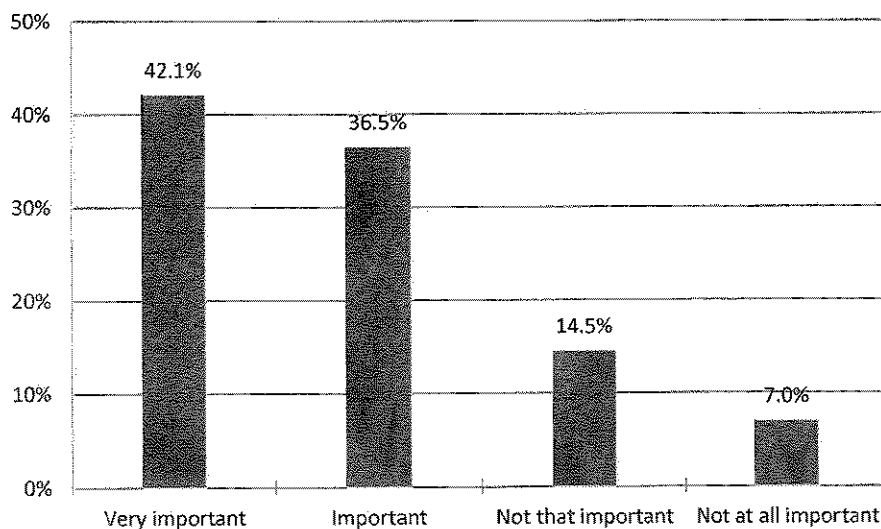
Figure 7 shows how often respondents donated to KUAC public radio in the last five years. Over half of the respondents (58.6%) never donated. Only 2.6% reported donating to KUAC public radio more than once a year.

Figure 7. How often have you donated to KUAC public radio in the last five years?



Over three-quarters of respondents (78.6%) thought it was important that KUAC public radio is available in the community.

Figure 8. How important is it to you that KUAC public radio is available in our community?



The survey asked respondents to describe what their community would look like without KUAC public radio. Below is a list of responses. Two-thirds of the sample (260 respondents) responded to this question.

- Da dee da.
- A big hole in it. Contributes a lot.
- A big hole in the community of culture and information sharing.
- A huge loss for the community, a big void.
- A less informed community.
- A little bit naive.
- A little less colorful. More selfish and close minded.
- A little less vibrant.
- A lot less in touch with things that keep our brains active.
- A lot of information around town gets spread with it but if it wasn't around something else would take its place.
- About the same.
- All we listen to.
- Appreciate it.
- Appreciate the variety.
- Barren wasteland of rednecks.
- Barren.
- Barren. Missing so much knowledge without KUAC radio.
- Be less informed.
- Be something missing.
- Big hole in community. Completely essential we have KUAC.
- Boring. (5)
- Can't answer that.
- Can't imagine.
- Can't imagine. Provides news coverage in depth.
- Clean channel, market share, no competition.
- College students wouldn't like it
- Commercialism all the way.
- Community would
- Couldn't give an honest answer.
- Culturally and politically deprived.
- Culturally barren, information shared.
- Deficit in information.
- Deprived.
- Desolate. (2)
- Detrimental to community.
- Devastating.
- Diminished. (2)

- Dismal.
- Don't get good reception but friends enjoy it very much.
- Don't pay attention to that anymore.
- Don't think it would matter.
- Don't think we would be as well informed, enjoys the variety of music, not as culturally enriched.
- Dull.
- Emptier.
- Empty. (2)
- Fewer options.
- Generic.
- Get a lot of detailed news from it so we would not get that without it.
- Good perspective that other stations don't cover.
- Good station.
- Hate to see it leave.
- Helps the community keep informed.
- How can you describe something that's not there?
- How much reliable news would we get, and local news, Native news and both sides of the news, plus Science Friday, Click Clack, Enjoy the Music, especially Christmas music.
- Huge hole that couldn't be filled.
- I didn't even know about it really until recently.
- I wouldn't have my news.
- I wouldn't listen to the radio.
- Important to our community to have available.
- It is important.
- It sucks without it.
- It would be a loss.
- It would be awful.
- It would be terrible.
- It would leave a hole - be disappointing.
- It would look like a piece of intelligence.
- It would not be good.
- It would really be missed and difficult to obtain information.
- It's a more balanced media.
- It's a very blue collar community with a college radio station that I think is nice for people to listen too.
- It's important to many people.
- Just as it does now.
- Just have to listen to something else.
- Keep on ticking.
- KFAR - that's what it would look like.

- Lack diversity.
- Lack individuality.
- Lack information
- Lack of information.
- Lack of information. Much better and varied than other radio stations. Not thrilled with current program. Too much talk in the morning. It needs a more even variety.
- Lacking a basic element.
- Lacking in a lot of information. True opinions show up.
- Lacking resources and good programming.
- Lacking.
- Large cultural void.
- Less balanced.
- Less community. Wouldn't know what's going on locally.
- Less comprehensive.
- Less culturally enriched.
- Less cultured.
- Less diverse. (2)
- Less fulfilled intellectually and less liberal.
- Less honest information.
- Less information.
- Less informed and lacking.
- Less informed on issues, less entertaining, less diversity.
- Less informed, less interesting.
- Less informed. (6)
- Less intelligent.
- Less liberal minded.
- Less one important information source; presents a side that wouldn't normally be presented.
- Less stuff to listen to.
- Less variety/truth.
- Less vibrant.
- Less well-rounded place.
- Life would go on.
- Like bad TV.
- Limited exposure to information.
- Listened more when younger. Not big radio listener.
- Listens in the car, it would be very quiet, an obvious loss for the news and other programming.
- Lives and works in Circle.
- Lose a lot of news and perspective.
- Lost.

- Lots of mad people.
- Lots of disappointed people without proper insight into morality and life.
- Lots that would not be learned.
- Missing - lot of cultural variety or programs, news.
- Missing depth.
- Missing public radio system gives worldwide perspective.
- More conservative than we already are.
- More napping people.
- More prejudicial.
- More shallow.
- More variety for radio is nice.
- Negative impact on the community.
- Never thought about it not being there.
- News would be very late.
- News you can't trust.
- Nice to have the information, music, talk show.
- No balance, less depth.
- No change. (2)
- No difference. (6)
- No different than now.
- No impact, too liberal, don't enjoy it.
- No information.
- No quality shows it would leave a gap.
- Not as active.
- Not as diverse.
- Not as exciting.
- Not as good.
- Not as well informed and educated.
- Not important.
- Not much but advertising on other channels.
- Not sure.
- Odd.
- Offers a perspective that I can't get especially like monitoring, more precise go more in-depth.
- One less radio station. (2)
- One sided less informed view.
- People know about what goes on down river through it so it's important to lots of people.
- People less involved in the community.
- People would complain.
- Pretty bleak.
- Pretty dismal.

- Pretty much the same.
- Pretty well covered.
- Real damage, good for everyone.
- Sad, uninformed.
- Sad.
- Scary, major source of in-depth news.
- Searching for more information.
- Seriously understood.
- So redneck.
- Something may take its place so hard to say. More of a venue. Very important.
- Something missing.
- Struggling.
- Superficially entertained.
- Taken over by conservatives, sad.
- Terrible.
- The news and information we would get would not be as accurate or in depth, nice variety of music.
- The only sane station, with more educational programs.
- The same as it is now.
- The same. (11)
- There would be a big dent in my life.
- There's enough private industry that could take over.
- They do a lot of good things.
- Too much rap.
- Tragic, a loss.
- Tremendous void. We would lose a well-rounded station with great information.
- Uneducated. (2)
- Unhappy with the way it would look.
- Unimaginable.
- Uninformed barren wasteland.
- Uninformed. (5)
- Variety and local important for people.
- Very deprived.
- Very isolating.
- Very much the same.
- Very nice to keep it.
- Way more boring.
- We have lots of friends who listen to KUAC, gives a different perspective on things.
- We need it. It's very informative.

- We need more Id's.
- We need public radio.
- We would all survive without it.
- We would be getting information from national only and no local coverage.
- We would be lacking vital information we normally wouldn't get. We would be without humorous, scientific, and intelligent connections.
- We would be okay.
- We would have fewer talking blubber heads on the radio.
- We would lose uniqueness. Only non-saturated radio station.
- We wouldn't have access to news that isn't entertainment click and clack feel like a desert.
- We're already saturated with radio stations.
- Who knows?
- Worse off.
- Would be missing something.
- Would be uninformed.
- Would be.
- Would carry on. (2)
- Would have to go online and look for balance views...likes the convenience of radio.
- Would not have NPR and other news.
- Wouldn't be as interesting.
- Wouldn't get differing opinions.
- Wouldn't get unbiased news without it.
- Wouldn't have a creative, objective, source of information.
- Wouldn't have as many options to listen to political and various kinds of music.
- Wouldn't have as much unbiased news.
- Wouldn't have classical music and overseas report.
- Wouldn't have much news, big hole in community.
- Wouldn't have such variety of programming.
- Wouldn't know.
- Wouldn't look any different.
- Wouldn't look different.
- Wouldn't make much difference to Fairbanks.
- Wouldn't miss it.
- Wouldn't notice a change.
- Wouldn't notice any difference.

The next set of questions asked respondents about KUAC television (PBS). Figure 9 displays how often respondents watched KUAC television. Almost half of respondents (46.2%) reported watching KUAC several days a week or daily.

Figure 9. How often do you typically watch KUAC television (PBS)?

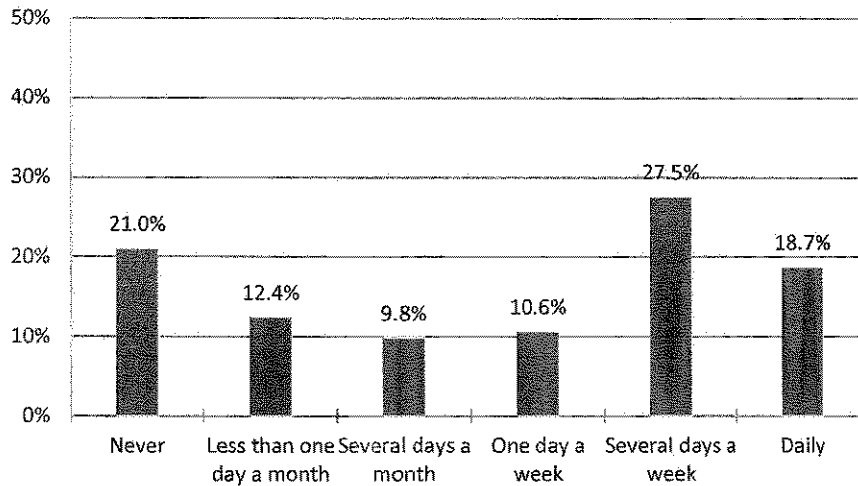
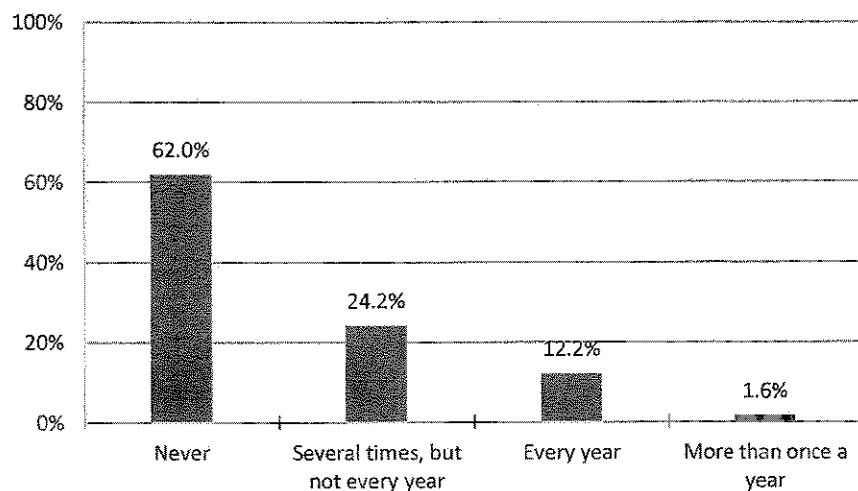


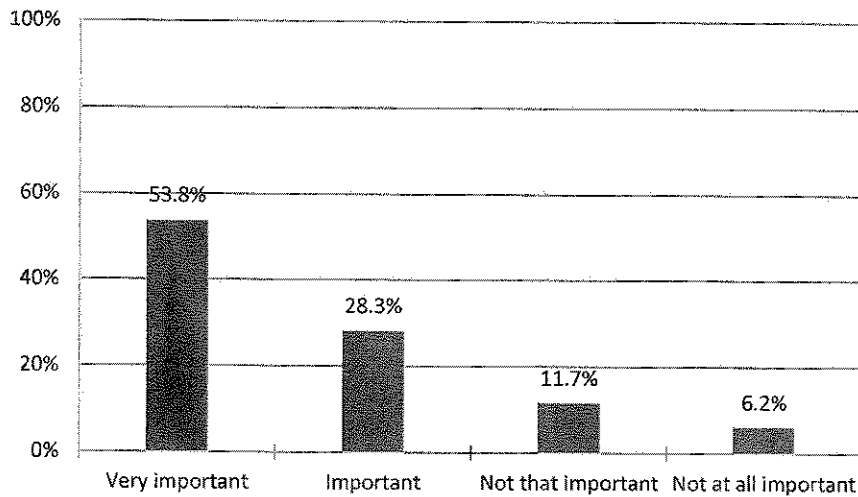
Figure 10 shows how often respondents donated to KUAC television (PBS) in the last five years. Just less than two-thirds of the respondents (62.0%) never donated. Only 1.6% of respondents reported donating to KUAC television (PBS) more than once a year.

Figure 10. How often have you donated to KUAC television (PBS) in the last five years?



Over half of respondents (53.8%) thought it was very important that KUAC television (PBS) is available in the community, and over a quarter (28.3%) thought it was important. Nearly a fifth (18.9%) of respondents thought that it was not that important or not at all important.

Figure 11. How important is it to you that KUAC television (PBS) is available in our community?



The survey asked respondents to describe what their community would look like without KUAC television (PBS). Below is a list of responses. Almost three-quarters of the sample (293 respondents) responded to this question.

- A bad place to live.
- A big hole for culture and information.
- A loss to the liberal community.
- A lot less informed.
- A lot of age groups would miss out.
- A lot of quality programming and kids programs gone.
- About the same.
- Absolutely nothing to watch on TV.
- An important choice has been lost.
- At a loss, not have a good educational channel any more.
- Bad.
- Barren, deprived.
- Be less informed.
- Better place.
- Better.
- Bland.

- Bleak. (2)
- Boring for the kids.
- Boring offers wide variety of programming.
- Boring, not like regular stations, community would see things differently.
- Boring. (3)
- Can't imagine Fairbanks without it.
- Children's programming would be lacking.
- Community will look the same, however, there will be less educational information available.
- Community would be stupid and racist. FNX - excellent.
- Daycare kids like to watch it.
- Dead as a door knob.
- Definitely not as good for kids and people who want educational shows.
- Desolate. (2)
- Detrimental to community.
- Devastating.
- Diminish our schools since some KUAC programming is used.
- Diminished, might be a mistake to get rid of it.
- Dismal.
- Doesn't bother me.
- Doesn't seem to matter.
- Don't pay attention anymore.
- Don't watch anything else.
- Don't watch TV.
- Dumber.
- Fewer options for good television shows.
- Fine.
- Folks without cable would really loose out.
- Generally the only station worth watching.
- Gives a different view of a lot of things and they have a lot of good shows.
- Good for all ages, gives people educational shows.
- Good station.
- Good.
- Heartbroken, quality programming.
- Horrible for people that don't have cable. It's the only place for dramas, cooking, historical shows, DIY, nature, etc.
- Hurting.
- I knew a lot of people that watch it, and it's their main source of information/entertainment.
- I need it.
- I would be upset.
- I would take more naps.

- I wouldn't have my shows.
- If it wasn't here I'd leave, feel like a wasteland.
- Ill informed.
- Imbalanced.
- Important to have but I'm sure Sesame Street would be just fine without KUAC.
- Important.
- Impoverishes our community.
- It has good programs and interesting documentaries.
- It would be a loss. (2)
- It would be disheartening.
- It would be lacking good entertainment.
- It would be more controlled by those who have money.
- It would be sad to not have access to programs that are available on there. It would be a darker place.
- It would definitely affect my life.
- It would leave a gap.
- It would suck.
- It wouldn't get local information out to community.
- It's ok to not watch television.
- Just don't have programming like that; kids programming, nature, science, drama, music - for those that don't have cable.
- Keep on ticking.
- Kids wouldn't have good programs to watch.
- Lack education and culture that it provides.
- Lack information.
- Lacking a basic element.
- Lacking in a lot of prime enriching broadcasts.
- Lacking in good programming and music.
- Lacking in kids programming and scientific learning programs.
- Lacking perspective.
- Lacking. (2)
- Less attractive/colorful.
- Less children's educational programming. Less adult learning programs.
- Less community. Wouldn't know what's going on locally.
- Less culturally enriched.
- Less cultured than we already are.
- Less cultured.
- Less depth. Offers good shows.
- Less diverse.
- Less diversity.
- Less educated/well rounded. No decent children's programming throughout the day.

- Less enjoyable.
- Less flavorful, more bland.
- Less information
- Less informed on issues, less entertaining, less diversity.
- Less informed than what we are. No other stations offer actual news. It's all info-media.
- Less informed. (4)
- Less intelligent. (2)
- Less knowledge.
- Less local influence.
- Less of choice.
- Less quality educational children's programming. No TV available without commercials.
- Less rich.
- Less variety without it for people to watch.
- Less variety.
- Less well informed.
- Life would go on.
- Likes that gives different view, realistic.
- Little more dull than it is now (sarcastic).
- Look like any other cosmopolitan, no local coverage.
- Look pretty bleak, good programming.
- Lose perspective another side of the story.
- Lots of disappointed people without proper insight into morality and life.
- Lots of other channels would not fill the space.
- Love the documentaries. Hard to define an absence.
- Lower standard of life.
- Misinformed.
- Miss it.
- Missing a lot of educational information.
- Missing a lot of great programming.
- Missing depth of nationality/culture.
- Missing good programs only on KUAC.
- Missing local point of view.
- Missing some good cultural TV.
- Missing something important.
- More commercial, big corporate stuff.
- More ignorant.
- More options the better.
- More wide ranging subjects Fairbanks not so pleasant without KUAC.
- Much less informed, many benefits lost.
- Much poorer in quality.

- Much the same.
- My kids would be super sad and we would be less educated.
- Never thought about it not being there, very important though.
- No change better or worse.
- No change.
- No difference for the community but he likes the programming.
- No difference. (6)
- No information.
- No opinion.
- No variety
- No words.
- Not as good.
- Not as informed. (2)
- Not as many options, or information.
- Not as many TV shows on.
- Not as much variety and intellectual TV shows. There wouldn't be the option with British programs.
- Not much but ads. Not very informed community. Good kids shows.
- Not much different than it does now.
- Not much different.
- Not so much since we got cable, lots of channels overlap with cable channels. More important to folks outside cable service.
- Not very well rounded.
- Offers programs you wouldn't be able to see without KUAC.
- One less channel.
- One less choice.
- One less station.
- One less TV broadcaster.
- One less TV station.
- One sided.
- Only TV I watch. A lack of intellectual programming.
- Our TV would be boring and lacking without PBS.
- Our TV would be dull viewing, gives a better understanding of the world.
- People would be very disappointed.
- People would watch less TV.
- Pretty bleak.
- Pretty boring.
- Pretty much the same.
- Pretty unpleasant.
- Provides a sense of purpose for some people.
- Quite diminished.
- Really miss some great opportunities.

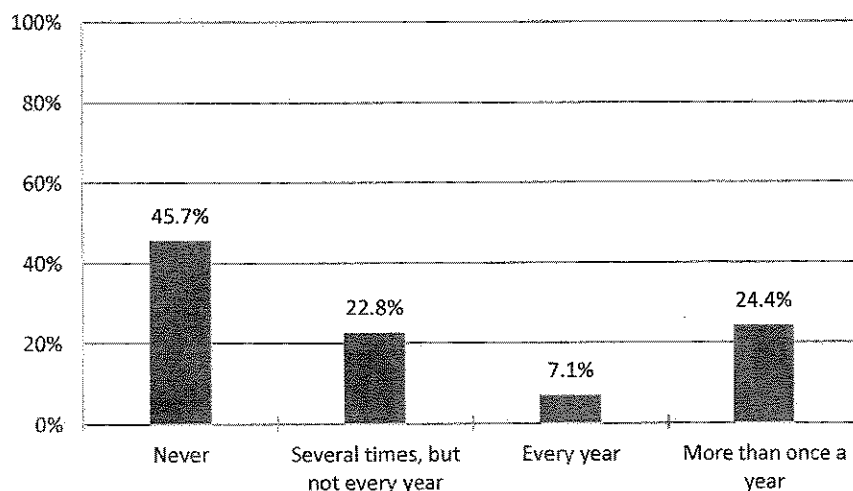
- Relies on PBS because she doesn't have cable so it would be tragic without PBS.
- Sad. (2)
- Sadly lacking.
- Same, something would be missing.
- Same.
- Shows are important. Without it we wouldn't have thought provoking TV.
- Shows for the kids.
- Significantly lower choices of viewable TV.
- Slim pickings.
- Sobbing liberals.
- Some people would miss it.
- Spend more time watching cable.
- Suffer.
- Terrible.
- The best way is to keep it.
- The empty spot in the community.
- The programs are very educational which is important to have available.
- The same. (8)
- There would be a huge void.
- There wouldn't be the option for culture and to keep things well balanced.
- There'd be a lot less local Alaska news.
- They give a lot of information and shows we don't get elsewhere.
- They give us a perspective that others don't so we need them.
- They have a lot of good things on for the local community.
- They would miss out on good information they don't have on any other channels.
- Tremendous void. We would lose a well-rounded station with great information.
- TV sucks so badly but PBS has some good shows but I don't want the liberal ones.
- Uncultured.
- Uneducated.
- Uninformed. (3)
- Uninformed. Tough on parents and kids. Education and pleasure. A loss.
- Unknowledgeable.
- Unreliable national and world news. Would donate more if it was easier (telethon on TV). Would consider PBS in his will also.
- Using less tax dollars.
- Valuable programming you can't get elsewhere. Do it yourself programs.
- Value them as a source of variety, Masterpiece Theater, mystery, not as much quality or variety.
- Very bleak. (2)
- Very boring.
- Very commercialized
- Very good for kids to have.

- Very good to have choices so that's important.
- Very isolated. Wouldn't have the connection with the rest of the world; art, education, science, etc.
- Very lacking.
- Very sad for children.
- Very sad. Lots of great educational shows for kids.
- Viewing options would be lacking, less colorful.
- Void without them in our community.
- We are able to watch it even when we are out of town so it's very important to us but I don't know about everyone else.
- We can all live without television.
- We need it. It would be sad.
- We need PBS and public radio is all I can say.
- We need them.
- We would be lacking vital information we normally wouldn't get. We would be without humorous, scientific, and intelligent connections. Without higher social and intellectual means of bringing the fine arts, etc. to us.
- We would be losing a valuable information source.
- We would be lost.
- We would be missing some important shows from Great Britain.
- We would be overrun with CNN and Fox news.
- We would be pretty sorry.
- We would lose uniqueness. Only non-saturated TV station.
- We would miss out on all the good shows.
- We would miss the nature and musical performances offered by PBS.
- We'd be missing important arts, drama, nature shows; it's a difficult source of information to fill.
- We'd get a lot of CNN and indifferent programming.
- We'd get along.
- Wide viewing possibilities would be lost, feels about TV like she does about KUAC radio.
- Wish they would stop using public funds for TV and just do commercials like everyone else.
- Would affect people in the village.
- Would be bland.
- Would be missed, would have an effect on the community.
- Would be missing something.
- Would have less options. It would be a disappointment to a lot of people.
- Would leave a big hole.
- Would not be getting interesting, quality shows, commercial free.
- Would stop using tax payers' money for shows that fire people for sharing their political beliefs.

- Wouldn't be as good, we need PBS.
- Wouldn't be missed.
- Wouldn't get another view; less diverse.
- Wouldn't get unbiased news and wouldn't be able to get many shows not on other stations.
- Wouldn't have a creative, objective, source of information.
- Wouldn't have access to community activities.
- Wouldn't have non-political, controversial, unbiased programming.
- Wouldn't have the high quality, broader interest choices.
- Wouldn't have the liberal point of view represented and it should be.
- Wouldn't have the programming treasures to enjoy.
- Wouldn't have the trustworthy station to watch.
- Wouldn't know.
- Wouldn't look any different. (2)
- Wouldn't matter to me.
- Wouldn't notice a change.
- Wouldn't notice any difference.
- Young children would be very much affected by the loss of Nova, and other programs.

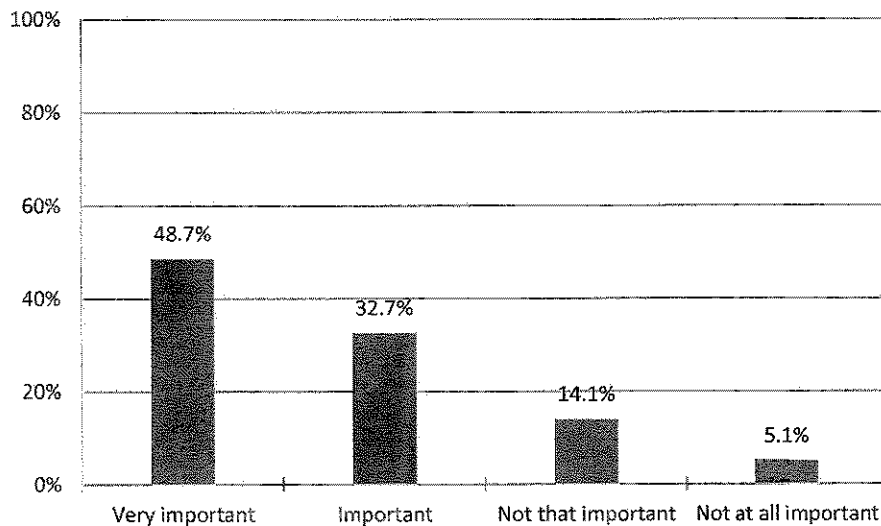
The final set of survey questions asked about UAF intercollegiate athletics. Figure 12 displays how often respondents attended any UAF intercollegiate sporting event in the last five years. Over half (54.3%) of respondents had attended a sporting event at least several times in the last five years. Almost a quarter (24.4%) of respondents had attended a sporting event more than once a year.

Figure 12. How often have you attended any UAF intercollegiate sporting event in the last five years?



Over three-quarters of respondents (81.4%) thought it was important that there are intercollegiate sports in the community.

Figure 13. How important is it to you that there are intercollegiate sports in our community?



Finally, the survey asked respondents to describe what their community would look like without intercollegiate athletics. Below is a list of responses. Over three-quarters of the sample (319 respondents) responded to this question.

- A bad deal.
- A big hole.
- A big void for the community.
- A binding element in the community, healthy for kids.
- A good role model for younger citizens.
- A huge loss. Fairbanks would be missing quality in life.
- A little better.
- A little different.
- A little more boring.
- A little worse off.
- A loss for the community.
- A lot emptier.
- A lot less rich.
- A lot of bored kids.
- A lot of children would be in trouble.
- A lot of community support for hockey and basketball. Good for families and kids.
- A lot.

- A village.
- A worse community situation. Out of state folks enjoy and keeps young folks here.
- About the same.
- Affects our community. Many enjoy it. Lose a dimension of our community.
- Asset for our community.
- Athletically challenged.
- Athletics cost too much money. Community would not change.
- Awful
- Bad.
- Believes that sports are good for the community, but thinks that some locals don't show appropriate sportsmanship to UAF sports athletes.
- Better.
- Big downturn. We need to keep it.
- Big hockey fans, season tickets. Very lacking without hockey and basketball.
- Bored. (2)
- Boring and dull.
- Boring. (19)
- Boring. Less fun.
- Can't imagine a community this size without those sports.
- Can't imagine opportunities for younger children.
- Can't imagine this community without it.
- Change for the worse.
- Children and youth wouldn't have the option to compete in sports to become well rounded.
- Completely different. In a bad way.
- Dead as a door knob.
- Decrease our athletic competitiveness take away from the community.
- Detrimental.
- Different.
- Different. Nanooks are big deal.
- Diminished.
- Disappointing.
- Disconnected.
- Doesn't affect us but our grandkids need role models.
- Doesn't matter, don't care.
- Don't attend and have never attended. Know rifle team is very good. Lifelong Alaskan.
- Don't care. (2)
- Drab.
- Dull for young people.
- Dull. (2)

- Dumb question.
- Empty.
- Empty. (2)
- Enriches our community so without it we lose that.
- Far fewer opportunities.
- Fat and lazy community without it.
- Fewer fit people, less to do.
- Fewer opportunities.
- Flat, not interesting.
- Flat.
- Frustrated teens with no directions. No way to get rid of energy.
- Full of drug addicts and criminals.
- Gives kids with a talent a good outlet so its important to them.
- Gives people in the winter time someplace to go.
- Good chance.
- Good for kids.
- Good for the whole community to have.
- Good for the young people.
- Good opportunity to have would be different for the younger kids to have to miss out playing sports.
- Hockey especially important
- Hurt the community.
- I think the hockey team brings the community together, but the other sports don't matter so much.
- I wouldn't know the difference.
- Important for kids to have good outlets.
- Important for the kids.
- Important for the young people.
- Important part of college life.
- Important to keep kids busy in the community.
- Important to our community but I'm old and don't go.
- Important to participants and families and community.
- Important to young people.
- In this day and age, communities are known by their collegiate teams and would be sorely lacking with a sports program.
- Increasingly bored.
- Is a Nanook ski booster.
- Isolated and insulated.
- It brings economic growth so we be at a loss.
- It reaches a large crowd in town so without it they would be missing out.
- It would be a loss.
- It would be a shame and would be different.

- It would be fine.
- It would be horrible.
- It would be sad...
- It would be ugly.
- It would be very unhappy.
- It would look like a rundown old town.
- It would negatively affect UAF, his employer.
- It would suck, wouldn't be good.
- It would suck.
- It would.
- It's an important part of the university and community.
- Jabba da hut.
- Just fine.
- Keeps kids out of trouble, they might do drugs without it.
- Keeps kids out of trouble. Motivation for kids to stay in keep going to school.
- Keeps young adults entertained and off the streets.
- Keeps youth off the street and get some exercise.
- Kids getting into trouble and mischief.
- Kids would be running all over, lots of disorder.
- Kids would have less to strive for.
- Kids would not have any fun.
- Kids would run amuck.
- Lack diversity, lack competition.
- Lack of entertainment and mentoring for our youth.
- Lack opportunity for the young.
- Lacking for a lot of people.
- Lame.
- Large void in community. Lose diversity.
- Less activities
- Less activities for people to do.
- Less community oriented.
- Less community.
- Less cosmopolitan.
- Less diversified.
- Less diversity and a lot of unhappy sports fans.
- Less entertained, less inspired.
- Less entertained.
- Less entertaining.
- Less fun, less exciting.
- Less fund raisers.
- Less good then it is now.
- Less growth opportunities for students.

- Less interesting.
- Less money and people in Fairbanks.
- Less of community.
- Less opportunities for kids to be involved in.
- Less opportunities for kids.
- Less things to do for the community.
- Less to aspire to.
- Less to do less to go see.
- Less variety.
- Less vibrant.
- Lessened.
- Little more boring.
- Lose a lot of people.
- Loss
- Loss of community and activity, pride.
- Loss.
- Lost, would be very sad for the youth without a healthy outlet and good role models.
- Lots of kids would be getting into trouble.
- Missing diversity in college community, very important to have that diversity.
- Missing nationwide representation.
- Missing on important element.
- Missing one element.
- More drab.
- More drug addicts than we already have.
- More instances of cabin fever.
- More kids in jail/trouble.
- More pale.
- More thieves.
- More trouble.
- Much less options available.
- Need something to beat Anchorage with.
- Never really thought about it but it is important.
- No difference. (2)
- No good family activities promoting health and social interaction.
- No good.
- No marked change.
- No sports other than high school.
- Not a big sports fan.
- Not a good thing at all.
- Not a whole lot of difference.
- Not as good.

- Not as lively.
- Not as much entertainment options for the community.
- Not as rich.
- Not good.
- Not into sports.
- Not much different. (2)
- Not that interesting.
- Not too different.
- Our community needs everything it can possibly get because it's so boring.
- Our community needs them a lot.
- Our young people wouldn't have a physical outlet to enhance their mental capacity.
- Over weight.
- Parents would think it was bad.
- People would be doing something other than attending sports (not necessarily good). Go back to Nanooks!
- People would be missing things they like variety activities available to them.
- People would miss it.
- Population drop; we need something to do.
- Positive - gives us that next level up in sports. Negative - takes away from high school support at games.
- Pretty bad.
- Pretty barren.
- Pretty much the same. Hockey fans would have to find something else to do.
- Pretty sad.
- Price of gas makes it hard to come in for hockey games.
- Probably go to hell in a hand basket.
- Provides entertainment, community support for students.
- Provides positive views of community sportsmanship.
- Puts us on a stage with other towns and helps expose Fairbanks. This would be a loss.
- Quite bleak and boring.
- Recruit players from Alaska, but it puts on a good show.
- Sad.
- Same.
- Similar to what it does now.
- Socially less vibrant.
- Sports and activities important for health, sharing, knowledge, for community involvement.
- Sports community bring Fairbanks to other communities.
- Sports is an important part of the community, as is UAF which would lose a lot of students without them. Also, the make-up of the campus would be affected

- without the support staff for athletics.
- Stuck with the ice dogs.
- Students need to be involved in sports.
- Students would be smarter.
- Students would not be able to get athletic scholarships and attend college.
- Suffer without it.
- Terrible shape without.
- Terrible!
- The community would miss cross country skiing. Wouldn't be able to watch sports inside during the winter.
- The kids would be bored.
- The old days when there were none.
- The same as now.
- The same. (2)
- The UAF community would be way more boring. Sportsmanship and competition are important.
- There needs to be healthy things for kids.
- There would be a huge void in the community.
- There would be a void.
- There would be an empty spot in the community.
- There wouldn't be anything available for college students to keep them out of trouble.
- There wouldn't be as many constructive things for young people to do.
- There wouldn't be the phenomenal costs of sports transportation or the risk of moving students (vehicle, airplane accident)
- There'd be a lot of young people doing things they shouldn't do.
- There'd be more crime.
- They are very important.
- They wouldn't have anything to support in the community.
- Too much time would not be pretty.
- Tragedy for the kids.
- UAF would be lacking, the community would miss it.
- Unacceptable. Would hurt a lot of people.
- University sports brings community together and gives us all something positive to do in the winter so they are very important.
- Very bad for the young people. Opportunity for young people.
- Very bleak.
- Very boring. Gives people something to do.
- Very boring. Wouldn't have sports to keep the community alive.
- Very different.
- Very dull.
- Very empty. Sports play a valuable roll in community strength.

- Very good for the players and their lives, for their character.
- Very important in winter. Big hockey fans.
- Very important just like big box stores are to the community.
- Very important to our community.
- Very limited opportunities for children.
- Very nice for the children.
- Very poor.
- Very profitable to our community so there would be a big hole without it.
- Very sorry.
- Very unhappy people. Friend won't miss a hockey game.
- Void in time. Loss of congregating.
- We could use more sports than we have now but I can't imagine it with less than now.
- We just need them is all I have to say.
- We love going so would be a big void.
- We need sports for people to enjoy.
- We would only have the Ice Dogs to depend on and that would be scary.
- We wouldn't have as much to do in the winter.
- We'd be sitting on our duffs.
- We'd lose a lot.
- Without sports our college would not connect with the community. Brings unity.
- Without them a lot of young kids would get in trouble.
- Worse off, people need sports for socializing.
- Worse, less options.
- Would be a loss.
- Would be a real loss.
- Would be lacking.
- Would be missed by the community.
- Would have negative impacts.
- Would not change that much.
- Would not have the level of athletes we do without it.
- Would not miss it.
- Would not stand out like it does now.
- Would really hurt our community.
- Wouldn't be developing our youth or getting their team skills for the workforce.
- Wouldn't be fun.
- Wouldn't be nearly as vibrant a community.
- Wouldn't be the slums but those type of people would be around.
- Wouldn't change it.
- Wouldn't have a good morale of attitude toward life.
- Wouldn't have the venue to provide sportsmanship. Wouldn't have this less expensive good entertainment.

- Wouldn't keep young adults off the streets.
- Wouldn't look.
- You lose the sense of community, which is very important.
- Young adults would have less good entertainment.
- Young people need clean activities.

The final charts show the importance of KUAC radio, KUAC television, and UAF intercollegiate sports, by selected demographic variables.

Figure 13 shows that more than three-quarters of all age groups indicated that KUAC Radio was very important or important. The same pattern is found when looking at the importance of KUAC Radio by household income.

Figure 13. The importance of KUAC Radio by age group

	18 to 39	40 to 59	60 and over
Important (% within Age)	76.5%	78.8%	78.6%
Important (% within Total)	7.1%	29.4%	42.0%
Count	26	108	154
Not Important (% within Age)	23.5%	21.2%	21.4%
Not Important (% within Total)	2.2%	7.9%	11.4%
Count	8	29	42
TOTAL (% within Age)	100.0%	100.0%	100.0%
TOTAL (% within Total)	9.3%	37.3%	53.4%
Count	34	137	196

Figure 14. The importance of KUAC Radio by household income group

	Less than \$40,000	\$40,001 to \$80,000	\$80,000 and over
Important (% within Income)	81.6%	76.5%	80.4%
Important (% within Total)	13.1%	24.6%	41.6%
Count	40	75	127
Not Important (% within Income)	18.4%	23.5%	19.6%
Not Important (% within Total)	3.0%	7.5%	10.2%
Count	9	23	31
TOTAL (% within Income)	100.0%	100.0%	100.0%
TOTAL (% within Total)	16.1%	32.1%	51.8%
Count	49	98	158

The percentage of respondents who indicated that KUAC Television was important is also similar across age group and household income groups.

Figure 15. The importance of KUAC Television by age group

	18 to 39	40 to 59	60 and over
Important (% within Age)	84.6%	77.6%	85.4%
Important (% within Total)	8.7%	29.2%	44.5%
Count	33	111	169
Not Important (% within Age)	15.4%	22.4%	14.6%
Not Important (% within Total)	1.6%	8.4%	7.6%
Count	6	32	29
TOTAL (% within Age)	100.0%	100.0%	100.0%
TOTAL (% within Total)	10.3%	37.6%	52.1%
Count	39	143	198

Figure 16. The importance of KUAC Television by household income group

	Less than \$40,000	\$40,001 to \$80,000	\$80,000 and over
Important (% within Income)	88.5%	80.8%	80.4%
Important (% within Total)	14.6%	26.8%	40.4%
Count	46	84	127
Not Important (% within Income)	11.5%	19.2%	19.6%
Not Important (% within Total)	1.9%	6.4%	9.9%
Count	6	20	31
TOTAL (% within Income)	100.0%	100.0%	100.0%
TOTAL (% within Total)	16.6%	33.1%	50.3%
Count	52	104	158

The pattern of responses was different for Intercollegiate Sports. More than 90% of respondents between the ages of 18 and 39 said that sports were important while only 74.8% of the 60 and older group thought it was important. When looking at household income, fewer respondents (73.6%) in the lowest income groups (less than \$40,000) indicated that sports were important to them, while 83.3% of the highest income group said they were important.

Figure 17. The importance of Intercollegiate Sports by age group

	18 to 39	40 to 59	60 and over
Important (% within Age)	92.3%	87.6%	74.8%
Important (% within Total)	9.3%	32.9%	39.1%
Count	36	127	151
Not Important (% within Age)	0.8%	4.7%	13.2%
Not Important (% within Total)	7.7%	12.4%	25.2%
Count	3	18	51
TOTAL (% within Age)	100.0%	100.0%	100.0%
TOTAL (% within Total)	10.1%	37.6%	52.3%
Count	39	145	202

Figure 18. The importance of Intercollegiate Sports by household income group

	Less than \$40,000	\$40,001 to \$80,000	\$80,000 and over
Important (% within Income)	73.60%	82.40%	83.30%
Important (% within Total)	12.30%	26.50%	42.60%
Count	39	84	135
Not Important (% within Income)	26.40%	17.60%	16.70%
Not Important (% within Total)	4.40%	5.70%	8.50%
Count	14	18	27
TOTAL (% within Income)	100.0%	100.0%	100.0%
TOTAL (% within Total)	16.7%	32.2%	51.1%
Count	53	102	162



**On-Site Assessment
KUAC
University of Alaska Fairbanks
Fairbanks, AK**

May 29 - 30, 2014

Assessor

**Craig C. Beeby
Executive Director
University Station Alliance**

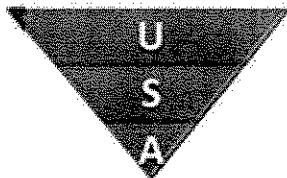


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**University
Station
Alliance**

A grassroots initiative for
University-licensed stations

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Introduction/Overview

Keith Martin, General Manager of KUAC at University of Alaska Fairbanks (UAF) asked University Station Alliance's Executive Director Craig Beeby to assess KUAC. (University Station Alliance is a not-for-profit resource for over 200 University-licensed stations.) The KUAC topics and materials reviewed included: Strategic Management Review, Public Service, Staffing Structure, Unique Challenges, Unique Opportunities, Digital Transmission Status, Web and On-line Status, and Barriers to Reaching Potential.

The on-site visit included meetings with Mike Sfraga, UAF Vice Chancellor; Mike Powers, UA Regent and Fairbanks Memorial Hospital CEO; Todd Sherman, CLA Dean; Brian O'Donoghue, Journalism Department Chair; Rob Prince, Journalism Professor; and Kade Mendelowitz, Theatre Professor;

The assessor also met with the following KUAC staff: Keith Martin, General Manager/Director of Engineering; Gretchen Gordon, Assistant GM/Director of Development; Jerry Evans, Director FM Operations; Carolyn Hall, Director TV Programming and Operations; and Patty Dyer-Smith, Director Finance. Meetings with community stakeholders included Patty Kastelic, Herta Prechtel, Jack Wilbur, and Lorna Shaw. KUAC Community Advisory Council Members present for an evening interaction included Audrey Brown – Delta, Elizabeth Cook, Don Hampton, Council Chair Max Hanft - Bettles/Fairbanks, Deb Horner, Pamm Zierfuss-Hubbard, Leslie Kitchin, Bart Maize, Jeff Roach, Sue Steinacher – Nome, and Peter Stern.

Assessment

KUAC Mission Interfaces with UAF's

"... The University ... integrates teaching, research, and public service as it educates ..." (From University of Alaska Fairbanks's Mission Statement)

In 1962 KUAC-FM became the first public radio station in Alaska, and in 1971 KUAC-TV became the first public television station in the state. They were established so that Alaskans would have access to the same opportunities as other Americans. The noncommercial educational radio and television stations are

licensed to the University by the Federal Communications Commission (FCC) to serve the public interests and needs. Today, the stations are heard and seen on transmitters throughout interior Alaska. The credibility of UAF is enhanced by its ownership of a nationally-recognized public broadcast institution. KUAC is the front porch of the university extending its campus reach far beyond the campus location.

"...UAF is Land Grant Institution ...

Land Grant colleges serve as "the people's universities, bringing the research and knowledge of the campus to the people where they live and work..." (From University of Alaska Fairbanks's About Page)

A core element of a land-grant university is public service and UAF through KUAC addresses this public service requirement 24/7. In addition, it provides around the clock education. Education defines the affinity between public broadcasting and a university-licensee. As a Unit of University and Student Advancement, KUAC is subject to the policies established by the University's Board of Regents. The stations serve as a resource to UAF and the surrounding areas and have an excellent relationship with the University.

"...UAF core themes ...

***Connect:** Alaska Native, Rural, and Urban Communities by Sharing Knowledge and Ways of Knowing;*

***Engage:** Alaskans through Outreach for Continuing Education and Community and Economic Development" (From University of Alaska Fairbanks's Mission Statement)*

KUAC is supportive and proactive in frequently promoting the university and its multitude of initiatives as well as in advertising for potential students. The Stations provide continuing education life-long learning opportunities through programming for the audiences. UAF students receive real-world experience by working at the Stations (FY '14 over 3,000 student hours) and the annual rate of return to UAF in terms of public service and public relations values dwarfs the cost of the acquisition and the actual UAF resources used to operate the facilities. The fact is, the majority of KUAC's operating budget is generated by the Stations through listener contributions, grants and business support through underwriting, rather than through UAF funding.

Staying the Course - Maintaining a Good Relationship with UAF

KUAC should be one of the most visible entities on the University campus. It is the responsibility of the KUAC management and staff to communicate the following information to the University: ***what we do makes an important difference, and what we do reflects the values and integrity of the University.*** The key is to speak the University's language by translating what KUAC does in meaningful terms that the University administration can fully understand and appreciate. The most efficient way to communicate this message is to describe KUAC's role as it fits into the three essential functions that determine what institutions of higher learning typically offer. These are educating students, advancing knowledge, and providing public service.

Education defines the role the University-licensee plays in assisting the Station. In fact, according to public broadcasting national research, the more educated a person is regardless of race or gender, the more likely a person will be a public media user. However, KUAC plays a role in education as well. Former Oklahoma State University Vice President Albert Colom once stated that an indicator of whether or not a University was considered a major University was whether or not it owned and operated a public broadcasting station.

KUAC serves as a media platform for UAF and the community and assists the University with its goal of creating an environment of positive and continuous community engagement through advancement and acquisition of knowledge, skills, values, expertise and resources. Even so, more community engagement is still recognized as a need by Station management and the management embraces that need. The Station General Manager Keith Martin is encouraged to become more active in the community through public speaking opportunities, creating the potential for more listeners, supporters, major gifts, contributions, and underwriting to enhance the Station's budget.

On-Going Dialogue with the University

It is KUAC Management's responsibility to help the University administration understand that the University's association with the Stations will far exceed

expenses and that the return in community good will and integrity is valuable. Management should communicate the Stations' value to as many persons of power within the University as possible and should find ways to connect with the University. Examples could include but are not limited to supporting campus departments through promotional efforts such as continuing the public service announcements for free public events, enhancing the University's image through programming, embracing important University special projects, and encouraging KUAC staff participation on campus-wide boards and committees.

In the **CPB-funded USA Cost of Doing Business Study's Report on Governance** the lack of communication was commonly cited as characteristic of an unsuccessful governance model. Some may call the University's support of its public broadcasting facility "subsidies" when in fact it is an investment as is demonstrated through the USA Quantitative Analysis that follows.

Quantitative Worth Radio - \$4.4 Million Annually

KUAC radio's Quantitative Worth tells a remarkable story. Annually, the public service and public relations value to UAF is approximately \$4.4 million. The KUAC radio audience is spending approximately 19.8 million hours with the station on an annual basis. No other entity on campus can boast of such continuous and widespread contact.

Time spent listening (TSL) is one of the primary determiners of audience support. The extraordinary finding for KUAC radio was the weekly Time Spent Listening of 17 hours. This time more than doubles the typical time spent listening of other stations reviewed by the USA and explains the extraordinary KUAC audience support of \$1 million coming from a relatively small audience potential of 100,000 in the borough.

Quantitative Worth Worksheet - FY 2014
KUAC Radio, University of Alaska Fairbanks

Note: based on the document "Quantitative Worth Analysis Tool",
http://www.usalliance-org/costofdoingbusiness/QWSStep_by_Step_Calculations.pdf

Public Service Annual Value	\$4,214,154
Public Relations Annual Value	\$199,801
Equivalent Annual Value to University of Alaska Fairbanks:	\$4,413,955

Public Service Annual Value	\$4,214,154
= listener support + CPB grants + gifts & grants from nonprofits + value of community volunteer hours + imputed value of listening by non-members	
1. CPB Annual Report	
a) Listener Support	\$319,787
b) CPB Grants	\$230,971
c) Gifts & Grants From Nonprofits	\$225,683
d) Value of Community Volunteers (4,000 Hours * \$22.14/hr)	\$88,560
e) Imputed Non-Member Listening (see below)	\$3,349,153
	\$4,214,154
Calculation: Imputed value of nonmember listening	
a) Weekly Cume	22,385
b) Time Spent Listening	17.0
c) Number of Members	1,730
d) Annual Membership Revenue	\$319,787
	Member TSL: 19.17
	Non-member TSL: 16.82
	Annual member hours: 1,724,763
	Annual non-member hours: 18,063,577
	Member value per hour: \$0.19
	Imputed value of non-member listening: \$3,349,153

Public Relations Annual Value	\$199,801
= underwriting rate x (IDs + hour segments + news stories + PSAs)	
a) IDs (1 per hour * 18 * 365)	6,570
b) Hour Segments 26	26
c) News Stories (71 Stories * 365 days * 3 airings)	777
d) PSAs (4 daily * 3 mentions * 365)	4,380
	11,753
	Underwriting rate: \$17.00
	Equivalent value of University mentions: \$199,801

***The Imputed Value of Listening by Non-Supporting Listeners**

In order to estimate the total value of listening the USA developed the model based on a number of research-based assumptions and with financial support from the Corporation for Public Broadcasting (CPB). Combining the results of PKA's research for WCAL-FM, the Association of Minnesota Public Educational Radio Stations (AMPERS) and Minnesota Public Radio with the groundbreaking research conducted by David Giovannoni ("The Cheap 90 Public Radio Listeners: Supporters and Non-Supporters An Examination of the Causes Influencing the Decision of Public Radio Listeners to Support or Not Support Public Radio", 1985), we make the following assumptions:

* Members listen more than non-member listeners (listening drives membership) * A member's annual donation reflects the value of the member's time spent listening * The more a member listens the more they give * A non-member listener values the station, but does not listen enough, on average, to support the station * On average, an hour spent by a member has the same value as that of a non-member listener. In addition to these assumptions, our research shows that on average, members listen from 1.9 to 2.2 times more hours per week than non-members. The higher the station's TSL (time spent listening), the greater the ratio. With this information we can then estimate the value of listening by non-supporters.

Public Relations Worth TV - \$1 Million Annually (The Quantitative Worth for TV Cannot Be Calculated)

On the TV side UAF is receiving an annual Public Relations Value of \$1 million. The Public Service Value for TV cannot be computed. There are no Nielsen TV audience ratings for Fairbanks. If the TV ratings were available the Public Service Value for KUAC TV should exceed KUAC Radio's and the combined annual Quantitative Worth (TV + Radio) would likely surpass \$10 million.

Public Relations Value Only Worksheet - FY 2014 KUAC Television, University of Alaska Fairbanks

Note: based on the document "Quantitative Worth Analysis Tool",
http://www.usalliance.org/costofdoingbusiness/QWSStep_by_Step_Calculations.pdf

Public Service Annual Value	Not Available
Public Relations Annual Value	\$1,000,587
Equivalent Annual Value to University of Alaska Fairbanks:	\$1,000,587

Public Service Annual Value	Not Available
Public Service Value for KUAC TV Cannot Be Computed	
There are No Nielsen Ratings for the Fairbanks Market	
Public Service Value Should Exceed KUAC Radio	

Public Relations Annual Value	\$1,000,587
= underwriting rate x (IDs + hour segments + news stories + PSAs)	
Plus Radio FM numbers included as 3 audio channels	
a) TV IDs (3 per hour * 24 * 365)	26,280
b) Radio IDs (1 per hour * 18 * 365)	6,570
c) TV University Hour Segments 124	124
d) Radio Hour Segments 26	26
e) TV News Stories	0
f) Radio News Stories (.71 Stories * 365 days * 3 air	777
g) TV PSAs (26 daily * 365)	9,490
h) Radio PSAs (4 daily * 3 mentions * 365)	4,380
	47,647
Underwriting rate:	\$21.00
Equivalent value of University mentions:	\$1,000,587

NOTE: The Public Service Value for TV cannot be computed. There are no Nielsen TV audience ratings for Fairbanks. If the TV ratings were available the Public Service Value for KUAC TV should exceed KUAC Radio.

Responsive and Responsible Management

KUAC strives to improve listener/viewer service and to create a culture that is effective, responsive, respectful, and it uses transparent expectations and personal accountability. The KUAC management has demonstrated effective decision-making in recent years by meeting budget requirements and operating with a cash surplus. Responsive management results from the University reporting structure. The Station management should be and is reporting to a Vice Presidential level or higher. In a recent USA nationwide study of university and college-owned stations, 75% of the stations report to a VP level or higher, indicating that this organizational structure is working.

Recommended Options for Continuing Improvement:

- It is important for the Station management to continue to express progress and vision to University stakeholders.
- A periodic KUAC report by KUAC management to the UAF administration and faculty will help to foster trust and improve communication about what the Stations have accomplished and how they interface with the University and its mission.
- Overall, University ownership of a public station is seen as a plus but can hinder nimbleness of station operations. The KUAC management is encouraged to continue efforts to find efficient ways to conduct business within the University.
- Continue to integrate the Station into the life of the Fairbanks community so that KUAC is indispensable to the community and the University.

Explore Further Development of Student Training

Student staff can be a cost-effective resource to expand the "local service" during the hours of the Station operations. However, this function must be under the supervision of a trained Station professional who must be in a position of reviewing, editing, and approving productions before they are broadcast. If students do become more actively involved with the Station, a good working relationship

between the station and the journalism and theatre departments seem to be in place. Some things to consider:

- Encourage and support learning at the student station KSUA so it could potentially be a recruitment resource for KUAC.
- Real world training and experience can be attained by students working at KUAC. Student workers can receive practicum credits, paid internships, work-study opportunities, and part-time employment. It should always be clear students chosen for Station access and involvement are receiving an honor and privilege and that they will be under the supervision of trained station personnel.

KUAC Preparations for Possible Financial Challenges
(Unique Challenges, Unique Opportunities, New Collaboration Initiatives,
And Barriers to Reaching Potential)

KUAC Funding Resources

The Station management should be applauded for operating the Station in the black. For every dollar the university invests in the Stations, two more dollars are raised. The Station staff and management should also be commended for increasing TV services from 1 to 4 channels and increasing radio services from 1 to 3 streams of programming. At the same time, the staff size has been reduced from 33 to 18 FTE. The KUAC staff is doing more with fewer personnel resources. Multi-tasking and increased duties have been added to each remaining position. Burnout can become a problem as the stress for producing more with less continues.

All of the individuals interviewed expressed that a major barrier in improving and expanding services is KUAC's limited financial resources. KUAC's revenue sources come from: 1/3 University appropriations; 1/3 listener/viewer contributions, underwriting and corporate support; and 1/3 CPB grants (CPB grant national average is 13%) and other grant sources. Since the Station's revenues are approximately 2/3 tax-based, political and economic pressures have threatened the reduction and/or elimination of these sources. KUAC's efforts to maintain a positive

relationship with the University is critical to preserving the local public service to the Fairbanks area and the remote locations around the state

Each time there is an extraordinary cut to a university, the university's broadcasting facility may also be affected. The greater the level of University support supplied to the station, the greater the impact on that station if the University reduces or removes support. This often leads to personnel loss and reduced local service. The unstable economy and tax-based support poses a threat to 2/3 of KUAC's revenue sources. It is simplistic thinking to say that there are easy answers to this particular system challenge. Financial self-sufficiency for KUAC is unlikely based upon the population size and education level of the broadcast coverage area. **It is judicious for KUAC to continue exploring and developing additional diversified funding resources to help offset the future real threats to the tax-based support.** Here are some possible options that may help the Station preserve local public service to the Fairbanks area and Alaska:

Options to Increase Fundraising Efforts for KUAC

The stations' philanthropic fundraising efforts are to be applauded. Radio listener contributions (approximately \$320,000) and TV viewer contributions (approximately \$303,000) combine for a total of \$623,000. This is outstanding compared to the relatively small population (100,000) served. That said, there is room for improvement in corporate support (underwriting revenue). On the TV side, the underwriting revenue of \$70,000 should be greater. Radio underwriting revenue of \$254,000 is over 3 times greater. The radio and TV underwriting revenues should be more closely aligned. Station management should consider whether to create a new fundraising position to help focus efforts or find creative ways of expanding the underwriting department without increasing overhead. In the long run, seeking ways to increase local fundraising efforts should translate into more resources to operate the Station and resources to offset the potential loss of tax-based funding.

Currently 2 FTE have the responsibility of underwriting development (\$324,000 annually). Two persons can only do so much. **Underwriting** has the potential for the quickest source of new revenues.

Suggested Options to Increase Underwriting

- **Devote an additional 1 FTE to Underwriting.** Currently 2 people are responsible for developing underwriting. Time not devoted to adding TV underwriting is costing the Station potential new revenues. The right person or persons with effective sales skills that could be an important and on-going source of new revenues and could meet the goal of increasing income for the Station by up to \$150,000 and generate money to pay for the position. In the long-run positive revenues above the expense of the position could help pay for other programming and broadcasting needs, and help to build the contingency fund or cash reserve. A long-range rule of thumb is to expect the position to generate twice the revenues above the cost of the position. Having a third full-time underwriter could help increase the efficiencies of all positions and the net revenues generated would be new sources of revenue to operate the Station. If the increased overhead for this possible new position is not immediately available, consider the next alternative. Or, consider the next option in tandem with creating a new position.
- **Attain Contractual Agreements with Commercial Broadcasters and/or Outside Independent Representatives (proceed carefully as joint sales agreements are under review on the Federal level).** Explore the possibility of engaging a local commercial broadcasting entity (radio and/or TV) to sell underwriting for KUAC as part of their overall presentation to potential advertising clients. Or consider working agreements with the local advertising agencies. Explore the possibility of entering into a contractual agreement with an outside representative with established advertising contacts. The advantage to entering into a contractual agreement with any of these options is that there are relatively no immediate overhead costs to KUAC. The outside entities would be paid from the percentages of packages

sold based upon collections. The percentage would be based upon a percentage scale perhaps starting at 40% and sliding down from there as quantities of time sold increased. This is a value-added service provided by the commercial entities to their advertising clients. They would be offering a new audience through KUAC. **KUAC cannot broadcast commercials.** It must be stressed that the outside commercial broadcasters and/or ad agencies will need adequate training to instruct them on what is legal and proper for underwriting announcements as compared to commercial announcements. They are not selling commercial time on KUAC but would be offering their advertising clients "institutional" type announcements showing support for a community good – KUAC. Underwriting guidelines are readily available from sources like Greater Public. Another advantage to going the outside representative route is that the commercial entities have established relationships with current advertisers, speeding up the potential for underwriting sales compared to a newly-created KUAC salaried individual starting with no established contacts. It takes a considerable amount of time to nurture trust and recognition with potential businesses underwriters and advertising firms before they purchase air time.

- **Add a Major Giving Position 1 FTE** - The general rule around the system is that an annual gift of at least \$1,000 defines a major giver. Some stations ask for annual giving amounts ranging from \$500 to \$25,000. These types of gifts are nurtured through harvesting the membership data base to determine who is a good candidate. Moving current donors up the ladder to higher levels of giving requires more time and resources because it takes time to develop personal relationships to help foster these types of gifts. This is yet another human resource issue Station management should address. The limited staff size hinders this process. In 2005, KUAC established the **Art Buswell Society**, a major giving society recognizing donors exhibiting a commitment to the public broadcasting mission in Alaska through their annual gifts of \$1,000 or more. The GM's efforts need to be more focused

on major giving and planned giving helping the development staff with major gift requests. Because the GM's duties are split with engineering needs, his time is taken away from community involvement and other tasks only the top management can do for the station.

Other Options to Increasing Resources

- **Non-Traditional Revenues (NTR)** – An example is selling commercial advertising space on the KUAC Website. This idea has potential, but is not a major money maker at this time.
- **On-Air Fundraising** – Although this is already an effective method KUAC uses to attain listener/viewer support, efforts can be made through underwriting to provide underwriting/matching gift packages offering underwriters the opportunity to match dollars pledged by listeners. This is a quick way to get new underwriters on-the-air and a great way to encourage new supporters to contribute to KUAC. The advantage to the underwriters is great exposure during the days of the fundraiser plus the package would include underwriting announcements during the regular broadcast times throughout the year.
- **Planned Giving** – This is a long-term effort. A Station listener or viewer may identify KUAC as a benefactor of a portion or all of their estate. These gifts are the most time-consuming. The results of these efforts can take years to measure and even decades to realize. However, as the Baby-Boomer generation ages, planned giving will be an extraordinary source of revenues for non-profits. Again, this is another area the General Manager could become involved once the engineering duties are removed from his daily responsibilities.
- **Public Relations & Promotions** – Many special events with sponsorship opportunities could be available for new revenues. Obviously, teaming up with local music festivals and special events is an ideal existing platform to generate community involvement and possibly to generate new sponsorship income.

Strategic Initiative Options, Miscellaneous Observations, & Opportunities

- **Engineering** - The Station Manager is also the primary engineer. Though this is saving the station budget money in the short run, it is costing the station new revenues in the future. A new primary engineer is needed to operate and maintain the complicated diverse location of transmitters and broadcast facilities around the state. The GM's efforts should be shifted to major giving and planned giving while helping the development staff with major gift requests. Because the GM's duties are currently split with engineering needs, his time is taken away from community involvement and other tasks only the top management can do for the station.
- **Add TV Production Studio** - There is no live TV studio capability. However, there is TV studio space but it has no equipment to provide local programming. There is a real need for more local programming and the TV technical facilities have no equipment to provide this community and state resource. This could be an area of capital improvement the station manager could help coordinate. Working with the development department could be his first step of involvement with the major donor capital fundraising requests.
- **Collaboration** - KUAC should be open to collaborative efforts with other local news outlets. Consider discussions with the local newspaper for sharing content for broadcast. Nationally, the public media system is encouraging collaborative efforts.
- **Station Promotion and Awareness** - KUAC markers and banners should be placed around the building where the studios are located. There is a general lack of awareness on and off campus of the location of the studio facilities. KUAC is difficult to find.
- **Six-Month Cash Reserve** – The station staff should be applauded for having a healthy cash reserve of four-months. A six-month cash reserve for the total budget would be even better.

- **Online Services** - Generally speaking university servers are often stopped in the evenings or overnight for maintenance. Also, the University is closed for holidays while the station is required by the Federal Communications Commission (FCC) to operate daily. In the event the on-line streaming is halted, the listeners are affected by this stoppage. It is recommended the Station maintain an independent service separate from the campus IT system if possible. Soon the Station will be switching from an external independent Website provider that is often slow in responding to Station needs. The switch will be to the PBS "free" provider and should be more cost-effective and responsive to the station's needs.
- **Cooperation with UAF Athletic Department** - KUAC helped pay for a mobile unit. The Chancellor paid \$100,000 and KUAC paid \$130,000. This benefits the Athletic Department/UAF through live coverage of sporting events and benefits KUAC/UAF by providing local programming.
- **Cooperation with the student station KSUA** – KUAC has provided engineering assistance and a staff member sits on the KSUA media board.
- **First Nation Experience (FNX)** – KUAC added FNX to UATV in an effort to increase community outreach and engagement to the Alaska Native Population. Kudos to the staff for adding the first and only public TV network in the U.S. dedicated to Native American and World Indigenous content.

Summary

One KUAC supporter stated "...It's not just about KUAC and it's not just about the University. It's about the long-term health of both..." Another KUAC supporter noted "... There has been a positive change under Keith Martin's leadership of KUAC in recent years. The University and KUAC are in harmony..." "...The general perception is that there is the University and there is the Community and KUAC is the all-important bridge between them. If something happened to KUAC, it would be seriously missed and an extraordinary loss to the University, the community of Fairbanks, to the state of Alaska..." a third supporter stated.

The cornerstone of a good relationship between a university and the public stations it owns is trust. Trust defines in-part why listeners support the Stations financially. Trust from the University frees the stations' management to perform the responsibilities to serve the public's interests and needs mandated by a Federal Communications Commission (FCC) broadcast license. All the KUAC entities interviewed indicated they trust KUAC General Manager Keith Martin.

A strong community-based spirit exists in Fairbanks, and UAF and KUAC are positioned to enhance and improve upon that. People within the community are excited to be involved with KUAC, and there is a lot of enthusiasm for supporting it. It is considered "a community positive and a community treasure." KUAC has been on a path of success, but there are many challenges and opportunities to consider. These possible new initiatives can meet short-term and long-term needs. It is imperative to **GAIN AND SUSTAIN** new revenue resources.

What is the best path for KUAC? Many options were presented in this document. The key vulnerability for the Station is also its key cornerstone of support. The University support is critical for the current survival of the Station. Station General Manager Keith Martin is another key element in this mix. His reputation and integrity precedes him and will serve him well. Keith's continuing guidance of the Station and willingness to embrace the community involvement for his position will help to ensure continuity of past accomplishments being tied into the vision for KUAC's future.

Keith is a key figure not only as the leader of the Station, but in the daily operation of the Station. Often when managers are promoted into leadership positions, they tend to continue doing what they did prior to their promotions. In this case, daily engineering responsibilities is a continuation of what he is good at but also a necessity for the operation of the station. However, relatively speaking, Keith is a highly-paid engineer. He spends too much of his time performing engineering duties at the expense of his GM duties. He is spending a considerable amount of his office hours in non-leadership/management duties. This prevents him from

working on major initiatives like those outlined in this document. Thus, one has to ask is this the best use of Keith's time?

The final factor is an ever-evolving one and that is the unstable economy which can lead to political impact on state and national tax-based support for the University and the Station. All public media stations are impacted by the amount of resources they have. In KUAC's case the small Station staff and limited resources place a burden on the dedicated staffers to perform multiple duties within the Station.

As was outlined in this review, new initiatives may require hiring new positions and/or replacing positions that will be vacated in the future. It may also require collaborations with other entities.

The staff and management should be commended for the extraordinary financial support of its listeners and viewers. It is hopeful the considerations made within this assessment will result in continued and enhanced success.

Appendix A - About the Consultant



USA Executive Director Craig Beeby has four decades of public broadcasting management experience working with University and College-licensed stations plus experience and training as a commercial broadcaster.

It is a fact that when public media industry leaders look for someone to train managers and future leaders for the system, they turn to Beeby. In the past 7 years, he has conducted over 2,300 station consultations and regional and national training initiatives. He has worked with stations in every size market and has been a resource for all the networks serving the Public Media system from TV to Radio.

Twice in his career, the International Center for Journalists and the United States Information Agency have asked Beeby to guide management training in Europe and the South Pacific, noting that the university-owned station he was leading had won numerous awards and demonstrated excellence in management in spite of limited resources.

In 2009 Beeby was invited by the Corporation for Public Broadcasting (CPB) to present at the White House Initiative on Historically Black Colleges and Universities Conference. The topic was "Measuring the Value of the Station to the University".

In 2011 he trained African American Public Radio Stations Managers for NCFB's African American Public Radio Stations (AAPRS) project. Through the AAPRS project managed by Doug Mitchell, Beeby trained HBCU Station Managers through seven webinars developed and presented by him on various topics for station Leadership & Management.

In 2012 he was a National Endowment for the Arts Media Arts Panelist. He reviewed Media Arts grant applications and made recommendations.

From 2007 to the present - Several HBCU stations are active University Station Alliance (USA) Affiliates and Beeby have been working with them through development of station resources materials, consultations, and training.

Every public media organization Beeby has led has grown and prospered through his efforts to diversify resources, to develop strategic planning, and to inspire a strong vision. From a small stick in the prairie, he envisioned and eventually created a statewide public radio network that won 276 journalism awards, including the duPont Columbia.


Besides his past roles as GM and then Director of KOSU, he has served as President of Public Radio In Mid America (PRIMA) and founding President of the USA before becoming the USA's current Executive Director. Beeby has a Bachelor's Degree in Radio-TV-Film Sales and Management, and a Master's Degree in Mass Communications.

Appendix B Documents Reviewed Inspections Interviews

Station Review:

- KUAC Mission Statement, Goals and Objectives, date created or last reviewed ☒
- UAF Mission Statement ☒
- KUAC Organization Chart ☒
- CPB Audit ☒
- UAF Organization Chart ☒
- Audience Performance ☒
- Fundraising Performance ☒
- On-Site Facilities Review ☒
- Interviews (5) Station Staff & Management ☒
- Interviews (5) University Administrators ☒
- Interviews (2) Faculty ☒
- Interviews (15) Stakeholders & Community Advisory Council ☒
- Digital Transmission Status ☒
- Web & Online Status ☒
- Public Service ☒
- Radio Quantitative Work (Public Service + Public Relations Values) ☒
- TV Public Relations Value ☒


Appendix C - KUAC PowerPoint June 2014



**KUAC's Value to
University of Alaska Fairbanks**

Presented by
Craig Beeby, Executive Director
University Station Alliance (USA)

A grassroots initiative and resource for university licensed stations since 2001
Copyright 2014



KUAC & University of Alaska Fairbanks

University Station Alliance (USA)
Established in 2001 as a national not-for-profit
support resource for University-Licensed public
radio stations.

A grassroots initiative and resource for university licensed stations since 2001
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US Alliance

Cost of Doing Business

Funded by the Corporation for Public Broadcasting

University Station Alliance Consultant

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.

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Cost of Doing Business

Funded by the Corporation for Public Broadcasting

Quantifiable Worth Consultant

Paul Krause, Ph. D. – of Paul Krause and Associates of Northfield, MN was one of the first public radio professionals to use economic analysis within the context of improving station-licensee relations while at WCAL. He later conducted similar quantifiable worth model studies for WOSU, Minnesota public radio stations and Texas Public Radio. Paul holds degrees in Economics and has studied for the Ph. D. at the University of Minnesota. He consults in fundraising and business management and has taught economics at several colleges.

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Cost of Doing Business
Funded by the Corporation for Public Broadcasting

Three research studies conducted

"Cost Benefit Analysis" "Quantitative Worth"
"Report on Governance"

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Cost of Doing Business
Funded by the Corporation for Public Broadcasting

Cost Benefit Analysis

- Assigning quantifiable values to intangible and tangible costs and benefits that are associated with a station's university alliance
- The tool allows stations to quantify the cost and benefits of their alliance with their university licensee.
- The tool contains 14 benefits and 4 costs associated with a stations' university affiliation. Using the tool, stations can determine the net value of their university affiliation.

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Cost of Doing Business

Funded by the Corporation for Public Broadcasting

Report on Governance

A key finding was that there is no apparent inherent barrier to success that exists in the traditional university governance structure.

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Cost of Doing Business

Funded by the Corporation for Public Broadcasting

Quantitative Worth Analysis

- Public Service for the Community
- Public Relations for the University
- Locality Analysis – Creates Public Relations Value

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KUAC Radio's Quantitative Worth Worksheet

Quantitative Worth Worksheet - FY 2014
KUAC Radio, University of Alaska Fairbanks

1. General station & CPE station & CPE of program segments
2. Public Service Annual Value
3. Non-Profit Annual Value
4. Quantitative Annual Value by University of Alaska Fairbanks

Public Service Annual Value
a. General station & CPE station & CPE of program segments
b. Value of quantitative research hours
c. Estimated value of station & CPE

1. CPE Annual Report
a. CPE Annual Report
b. CPE Station
c. CPE Station
d. Value of Quantitative Research Hours
e. Quantitative Non-Profit Research Hours

Quantitative Annual Value
a. Station Capital
b. Non-Profit Research
c. Member of Research
d. Annual Researcher Research

Station Value: 10.50
Non-Profit Value: 10.50
Annual Researcher Research: 10.50
Annual Non-Profit Research: 10.50
Researcher Research: 10.50
Non-Profit Research: 10.50
Estimated value of quantitative research: 10.50

Quantitative Annual Value
a. Station Capital
b. Non-Profit Research
c. Member of Research
d. Annual Researcher Research

Station Value: 10.50
Non-Profit Value: 10.50
Annual Researcher Research: 10.50
Annual Non-Profit Research: 10.50
Researcher Research: 10.50
Non-Profit Research: 10.50
Estimated value of quantitative research: 10.50

US Alliance

KUAC & University of Alaska Fairbanks

Radio Annual Time Spent Listening

Members	1,724,763 hours
Non-Members	18,063,577 hours

Annually 19.8 Million Hours are Spent Listening to KUAC Radio

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KUAC & University of Alaska Fairbanks

Quantitative Worth

**KUAC Radio Public Service
Annual Value
\$4,214,154**

= listener support + CPB grants + gifts & grants from nonprofits
+ value of community volunteer hours
+ imputed value of listening by non-members

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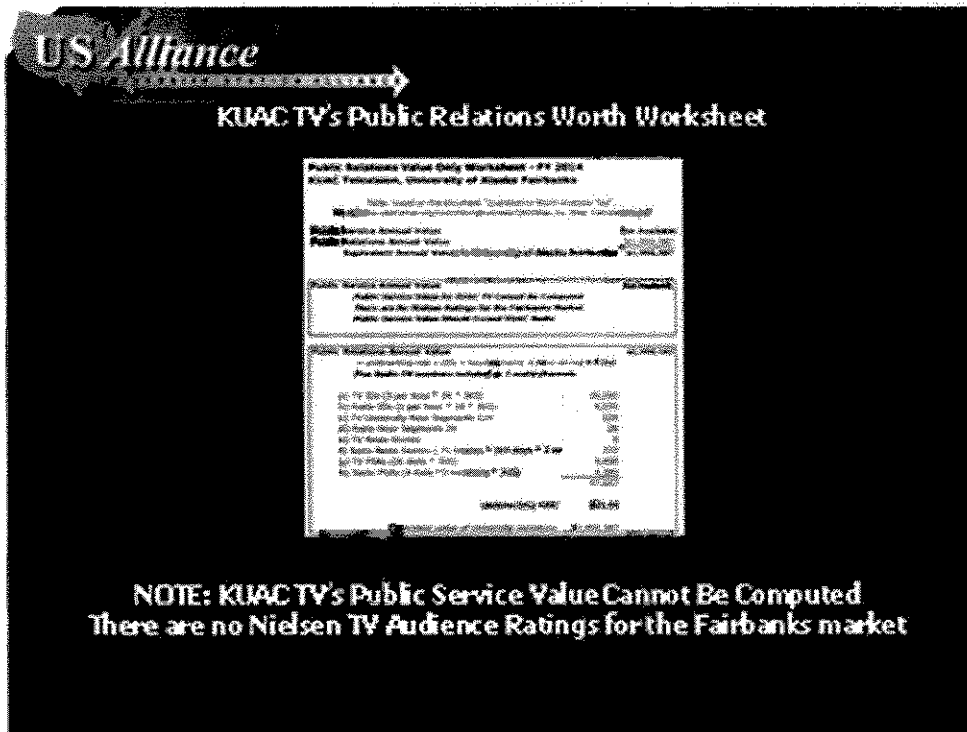
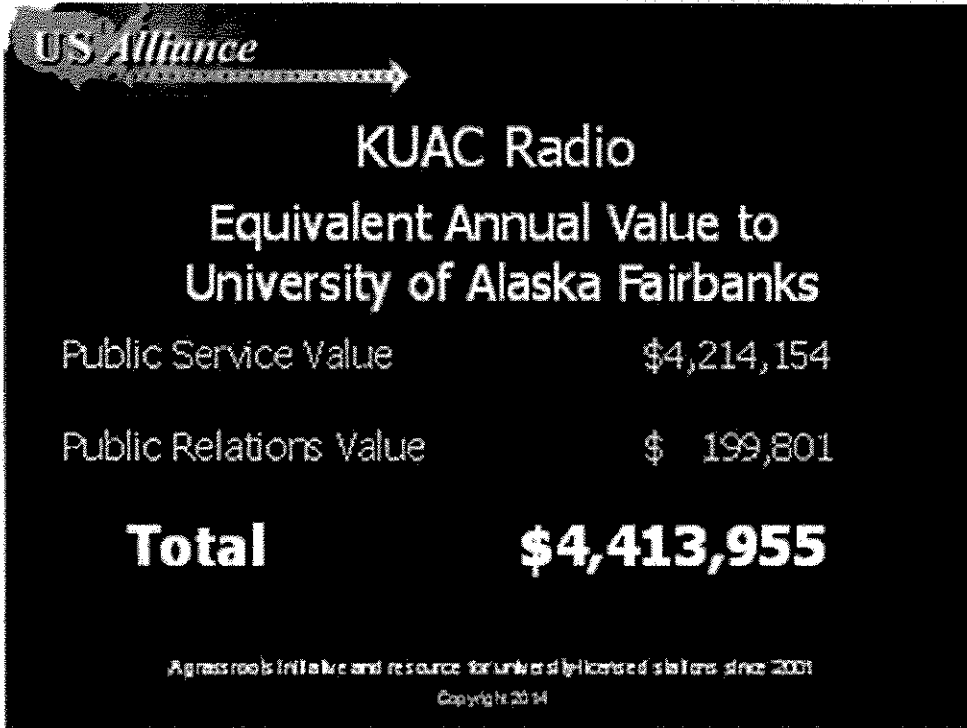
KUAC & University of Alaska Fairbanks

Quantitative Worth

**KUAC Radio Public Relations
Annual Value
\$199,801**

= ID's + Hour Segments + news stories + PSAs

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KUAC & University of Alaska Fairbanks

Quantitative Worth

**KUAC TV Public Relations
Annual Value
\$1,000,587**

= ID's + Hour Segments + news stories + PSAs

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KUAC & University of Alaska Fairbanks

Quantitative Worth

**KUAC TV Public Service
Annual Value
Not Available**

**No Nielsen Audience Numbers
Available for Fairbanks Market**

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Quantitative Worth

52 Stations

Ranges from \$1.0 to \$73.2 Million

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KUAC

Quantitative Worth Worksheet Comparisons

Public Service & Public Relations Equivalent Values
to Universities in \$ Millions

WPMU \$73.2	WFLW \$24.5	WKSJ \$15.4	KXJZ \$14.6
WWNO \$8.6	KXPR \$7.8	WUOT \$5.5	WBFO \$4.8
KBIA \$3.5	KOHM \$2.9	WCBU \$2.9	KCLR \$15.6
WVAS \$1.3	WKMS \$2.1	KAZU \$4.4	WNQJ \$2.0

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Quantitative Worth Worksheet Comparisons

Public Service & Public Relations Equivalent Values to Universities in \$ Millions

WBST \$1.9	KHSU \$2.0	KLCC \$5.3	WEAA \$7.0
KPLU \$21.6	KUNV \$1.9	WLNZ \$1.2	KVCB \$3.4
WLKF \$2.7	KVMU \$15.7	WLKY \$5.6	KQJR \$15.6
WLJOM \$28.8	NMPP \$7.9	KSMU \$2.6	WESM \$1.0

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Quantitative Worth Worksheet Comparisons

Public Service & Public Relations Equivalent Values to Universities in \$ Millions

WLNC \$20.3	WYSJ \$2.1	KRCC \$4.2	WVAS \$1.4	WSCL/WSDL \$2.1
KBCS \$3.5	WDET \$11.5	WQCS \$4.7	KNPR \$16.4	KCSC \$4.6
WILL \$5.0	WYSO \$4.7	WTMD \$5.0	WBAA \$4.2	WVBC \$2.8
WLFT \$4.9	WFDD \$5.4	KTSU \$10.4	WBHM \$5.2	KUAC \$4.4

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Administrative & Support - Program Review

Service Unit Template

Updated: January 7, 2014

Unit Analysis Questionnaire

Please complete the following questions as part of the UAF Administrative & Support (A/S) Program Review process. Submit data and responses no later than Friday, January, 31, 2014 to Briana Walters, Office of Management and Budget (bdwalters@alaska.edu)

Questions are intended for unit leadership to answer with respect to structure/organization, function, associated budgets, efficiency and resourcing decisions.

1. Briefly describe your unit and its core functions.

KUAC is a TV and Radio entity owned and operated by the University of Alaska Fairbanks. KUAC provides free news and educational content to interior Alaska while at the same time promoting UAF and working with students to afford real world broadcast experience. Promotion includes on and off campus events, research and general news about UAF.

2. What is the FTE count within your unit? Include total of each FTE on restricted v. unrestricted funds, using the table below.

The table below includes only staff who are full-time, benefited:

Unit Name: KUAC	# FTE (0.0)	Salary & Benefits (Labor) Budget (\$0,000.0)	Operating Budget (\$0,000.0)	Total Labor + Operating + Other Budgets
Restricted	04.0	\$ 465,000	\$ 1,470,169	\$ 1,935,169
Fund 1	13.0	\$ 1,214,088	\$ 0	\$ 1,214,088
Other	00.0	\$ 0	\$ 0	\$ 0
Totals:	17.0	\$ 1,679,088	\$ 1,470,169	\$ 3,149,257

The table below includes all the full-time, benefited staff above PLUS (a) One empty Fund 1 full-time benefited position that is changed to half-time, benefited in FY15; (b) Two Fund 1 half-time, benefited staff, (c) Restricted pool of FM on-call, non-benefited staff, equivalent to 2.5 FTE; and (d) Restricted three to four students equivalent to 1.5 FTE.

Unit Name: KUAC	# FTE (0.0)	Salary & Benefits (Labor) Budget (\$0,000.0)	Operating Budget (\$0,000.0)	Total Labor + Operating + Other Budgets
Restricted	08.0	\$ 603,239	\$ 1,470,169	\$ 2,073,408
Fund 1	15.0	\$ 1,374,400	\$ 0	\$ 1,374,400
Other	00.0	\$ 0	\$ 0	\$ 0
Totals:	23.0	\$ 1,977,639	\$ 1,470,169	\$ 3,447,808

- a. Please attach an updated organizational chart, including FTE, job family classification and working title for each position.

See Attached

- b. Has your organizational structure changed over time? If so, explain changes in budget or FTE trends for the past 3-5 years.

Yes, KUAC underwent a reorganization process in the spring of 2009. Since that time, KUAC has been working to reallocate and realign positions to better suit our current needs while working to minimize the addition of positions unless it had/has a direct impact to services provided to the community or UAF.

3. How are your business operations and administrative staff organized? For example, do you have a business office/centralized processing center or are administrative staff distributed throughout your operations?

KUAC is centralized in all aspects of "back room" services. While KUAC is not centralized for FM or TV specific functions (on air operations), KUAC is internally centralized for Administrative and Business, Development, and Engineering functions. KUAC does not have any administrative assistants, either area specific or centralized.

4. What are the primary and secondary services your unit provides? Please list with short descriptions, if necessary.

1. Primary - On air TV programming
2. Primary - On air FM programming
3. Primary - Community Events (poster signing, Red Green Regatta, Fall Fund Raiser)
4. Secondary – Engineering services, KUAC provides engineering services to Alaska Public Broadcasting Inc (state satellite uplink system) and to KUCB (Unalaska) for housing and supporting their on air automation system.

- a. Describe any revenue generated as a result of these services, if applicable.

1 and 2, KUAC generates revenue through philanthropic giving and on air underwriting announcements. Most revenue is Fund 2, agency underwriting buys are Fund 1 (we are working to increase agency buys).

4, Typically KUAC outreach events are fundraising events as well as community engagement events. Fund 2 revenue

5, KUAC invoices Alaska Public Broadcasting Inc and KUCB annually for engineering services. Fund 1 revenue

5. How do your business and administrative practices reflect UAF's mission and core values?

KUAC Mission Interfaces with UAF's

"...The University ... integrates teaching, research, and public service as it educates ..."
(From University of Alaska Fairbanks's Mission Statement)

KUAC was established so that Alaskans would have access to the same opportunities as other Americans. The noncommercial educational radio and television stations are

licensed to the University by the Federal Communications Commission (FCC) to serve the public interests and needs. Today, the stations are heard and seen on transmitters throughout interior Alaska. The credibility of UAF is enhanced by its ownership of a nationally-recognized public broadcast institution. KUAC is the front porch of the university extending its campus reach far beyond the campus location.

Consider the practices within your unit and those that your unit is involved in.

- a. How do your services support and enhance UAF's core themes: to educate, discover, prepare, connect and engage?

"...UAF core themes ...

Connect: Alaska Native, Rural, and Urban Communities by Sharing Knowledge and Ways of Knowing;

Engage: Alaskans through Outreach for Continuing Education and Community and Economic Development" (From University of Alaska Fairbanks's Mission Statement)

KUAC is supportive and proactive in frequently promoting the university and its multitude of initiatives as well as in advertising for potential students. The Stations provide continuing education life-long learning opportunities through programming for the audiences. UAF students receive real-world experience by working at the Stations (FY '14 over 3,000 student hours) and the annual rate of return to UAF in terms of public service and public relations values dwarfs the cost of the acquisition and the actual UAF resources used to operate the facilities

- b. How does your unit support a commitment to high-quality service?

KUAC continuously strives to provide the best most reliable content and on air signal in Fairbanks. As we are in the public eye 24/7, our on air performance is a direct and immediate reflection of the university.

- c. Are there opportunities to make business processes more effective and efficient?

No, KUAC has withstood personnel and budget reductions over the last several years. Yet, even with the reductions, KUAC has increased on air services and student involvement. KUAC management continuously monitors the industry and public for trends and opportunities that may enhance our service/outreach and promotional activities.

- d. How does your unit ensure compliance and accountability without imposing unnecessary burdens?

This is a very convoluted area, realistically we cannot ensure "compliance and accountability without imposing unnecessary burdens" as there are outside (of KUAC) entities that we have to work with and have they have the ability to directly impact our performance. This would be within and outside of the university.

e. How does your unit address risk?

This is a multifaceted question for KUAC:

When it is a programming issue, we involve our Community Advisory Council and keep the UAF administration up to date in an effort to avoid any surprises.

When it involves KUAC and UAF Risk management, KUAC personnel have completed all safety training modules (except for one FM "on call" staff member) and all KUAC personnel are currently working on the Title IX training.

6. Please describe your largest customer group(s). If these customers were to rate business services in your unit, what do you think they would say? Please choose your perceived customer service experience on the scale below (circle one).

This question needs to be broke into two parts, the public (Fairbanks North Star Borough, Nome, GlennAllen, and as far south as Ketchikan for UATV) and UAF.

Public: KUAC strives to connect with the community to provide a service that all age groups can utilize and to disseminate information of value and relevance.

Not Acceptable - Slightly Acceptable - Moderately Acceptable - Very Acceptable - Completely Acceptable

UAF: Although Moderately Acceptable is highlighted, I am sure there are entities on campus that may believe the selection should be lower. For years KUAC has been operating as a standalone entity working hard to not interface with the university. KUAC underwent a management change in late 2009. The new management is working to make KUAC a valued entity/partner on campus to support the universities mission. This change will take time, we cannot undo 20 plus years in 4 years, it takes time to change perceptions.

Not Acceptable - Slightly Acceptable - Moderately Acceptable - Very Acceptable - Completely Acceptable

Both categories have room for improvement.

a. If you have conducted a recent customer satisfaction survey, please share the results as an attachment.

See attached Information Insights Inc. survey. According to the Survey, KUAC-FM touches approximately 49% (50,000) of the borough population weekly and KUAC-TV touches the lives of 56.8% (57,000) of the borough population weekly.

b. If you have conducted a survey or would like to see improvement with your level of perceived service selected above, please describe actions you are taking to create positive change.

Currently reaching out to selected university departments where a logical symbiotic relationship should exist.

Working to figure how to get the TV studio rebuilt, this would potentially allow KUAC to work with students to produce local content while affording students real world experience.

7. How do you compare with other units (internal) or organizations (external) of relative size or scope (universities or other service providers)?

KUAC has no "on campus" units for comparison. Compared to off campus (external) entities, KUAC compares very favorable. KUAC has more services and community engagement with less resources than any comparable facility. The only area we fall short is in local content production on the TV side of the operations.

8. Process Improvement:

- a. What processes or administrative workflows work particularly well in your unit?
N/A, as KUAC is an extremely small operation. We communicate continuously with each other as most are performing more than one job.

- b. What processes would you want to improve, change or eliminate within your unit?

The only alterations for KUAC would be a dedicated individual in the Fiscal department to handle monthly invoicing and credit card contributions/payments. This would afford the Director the necessary time to work on required quarterly and annual reports, including the necessary prep work for our annual audit.

9. "Shared services" is the consolidation of business operations that are used by multiple parts of the same organization. The goal of a shared service model is to allow each business unit/department to focus its limited resources on activities that support the UAF mission and core values.

- a. Do you see opportunities to implement shared service models? If so, where and how? No
- b. Are there processes in your unit that could be shared with other units, or pooled? No

What impacts would you expect, in terms of service and efficiencies? N/A

10. Impact of decreased funding:

- a. What services would be most impacted by a 10% reduction in personnel funding, and how would they be impacted? To absorb a 10% reduction, KUAC would have to change one PCN to halftime benefitted and reduce our staff size by one (retain the PCN so it could be filled in the future. No noticeable impact to on air operations, impact may be noticeable during very specific equipment failures or programming issues.
- b. What services would be most impacted by a 10% reduction in non-personnel funding, and how would they be impacted? KUAC does not receive non-personnel funding.

- c. Would you consider shared service models to ensure the same level of services continue in the event of a personnel reduction? No, there is no similar or equivalent positions on campus

11. Metric Performance:

Identify any administrative metrics you are using that reflect your key service areas. Include actual or quantifiable performance data in addition to targets or performance goals for the last 3-5 years, if available. Note changes in trends based on performance/metric change. Examples: volume or number of items processed within a defined period of time, length of time it takes to complete each average transaction (days), accuracy rates, customer satisfaction, etc.

In the last 12 months, KUAC updated our strategic plan and underwent a program review, both documents facilitated by outside consultant. Both documents are attached for review.

Note, the time table for the strategic plan has already slipped due to budget concerns and personnel pullbacks due to unforeseen staff departures from KUAC.