KUNM
and Its Relationship
to the
University of New Mexico

Prepared for President Tom Farer
by
KUNM Ad Hoc Committee
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August 30, 1985

TO: Tom Farer, President
    University of New Mexico

FROM: KUNM Ad Hoc Committee, Alex A. Sanchez, Chairman

RE: KUNM and Its Relationship to the University of New Mexico

EXECUTIVE SUMMARY

KUNM are the call letters for the FM radio station licensed to the Regents of the University of New Mexico. According to past documents on file regarding KUNM, the University's radio station has struggled for many years with problems of staffing, funding, academic association, and management. Since its beginning as an FM station in 1966, reports indicate concern about future development of KUNM and its relationship to the University of New Mexico. Particularly, over the last ten years, KUNM staff, management, and volunteers have submitted many and varied reports regarding the status of KUNM and its relationship to UNM. During the past six months events have taken place that called for a reevaluation of KUNM and its relationship to UNM.

It was at your request the KUNM Ad Hoc Committee was appointed and charged to evaluate KUNM and its relationship to the University of New Mexico, and to offer recommendations regarding KUNM's future. For the purpose of studying KUNM, the Ad Hoc Committee was divided into Subcommittees. Subcommittee A was asked to focus on KUNM's Mission and Programming, while Subcommittee B was asked to focus on KUNM's Structure and Management.

The full Ad Hoc Committee conducted public hearings, one for KUNM staff and two for KUNM listeners; accepted written testimony from KUNM staff and volunteers, UNM faculty, and from the public; studied past documents relating to KUNM; heard testimony about university affiliated radio stations from two consultants (Karen Holp, General Manager, KRWG-FM at New Mexico State University, Las Cruces, NM, and Duane Ryan, General Manager, KENW-FM at Eastern New Mexico University, Portales, NM); and accepted evaluations of documented data from Ad Hoc Committee members.

Evidence obtained from these sources during the investigation shows that KUNM has carried out its responsibilities and developed without much real support, financial or otherwise, from the University. The committee finds the level of KUNM's commitment and performance to be remarkable and the product of devotion and dedicated services by KUNM's permanent and volunteer staff.

However, notwithstanding this level of performance, there are many significant problems at KUNM. In the committee's estimation, KUNM is underfunded, understaffed, and has suffered a persistent disregard from the University administration. As documented in this report, evidence points to current problems at KUNM that contribute to inconsistent management patterns; high turnover of managerial personnel; inadequate staffing for quality production; low staff morale; a lack of academic involvement; inconsistent quality production at the station; and underfunding for the University's radio station, KUNM-FM.
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The report in its entirety documents a history of KUNM; presents a summary of the evidence obtained during the investigation; identifies the nature of the problems related to KUNM; and offers recommendations to alleviate the problems and to improve the quality of the University's radio station. This summary lists a brief history of KUNM; the nature of the problems at KUNM; and presents the committee's recommendations for those problems. This Executive Summary does not address all the issues, but only those issues that need immediate attention, and must precede action taken on other issues that should then follow if these primary recommendations are implemented.

Historical Background

KUNM started in 1962, originally broadcasting over wires, exclusively to students residing in dorms at the University. In 1966, KUNM was first licensed to broadcast over the airwaves on FM frequency with the license assigned to the Board of Regents of the University of New Mexico. Today, KUNM operates in a highly complex broadcasting environment, with transmitter facilities located at the top of Sandia Crest, capable of reaching an audience equivalent to a full-power 100,000 watt class C station. This places unique technical and legal obligations on the licensee, namely the Board of Regents of the University of New Mexico.

The station is an affiliate of National Public Radio (NPR), the public radio network supported in large part by public monies through the Corporation for Public Broadcasting (CPB), and through listener contributions. KUNM is a CPB qualified station. KUNM is also affiliated with the National Federation of Community Broadcasters (NFCB), a national organization of community radio stations. Both NPR and NFCB are made up of non-profit radio stations. KUNM is one of the 70% of public radio stations licensed to colleges and universities.

KUNM broadcasts over the airwaves twenty-four (24) hours a day, seven (7) days a week (except during the early morning hours of Wednesday, when it is off the air five (5) hours for maintenance), fifty-two weeks a year. KUNM's broadcast content is made up of a mix of recorded music, news, and public affairs programs. Programming is both purchased from NPR or other sources and locally produced, with the vast majority of the programming, particularly music programming, produced locally. Approximately, 78.6% of the program schedule per week of airtime is devoted to music, while approximately, 20.4% of the program schedule is devoted to news and public affairs. See page 3 of the main report for further breakdown on programming.

Nature of KUNM's Current Problems

The following summary regarding the current problems at KUNM lists those problems related to the four general areas of Mission, Programming, Structure and Management, but also includes Funding. Funding was noted to be of primary importance, since KUNM cannot carry out consistent quality programming, nor develop the unique potential that public radio offers without adequate, assured funding.

As directed, the Ad Hoc Committee focused its attention on the areas of Mission and Programming, and Structure and Management, while at the same
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time keeping in mind the relationship of KUNM to the University of New Mexico. The public hearings conducted by the Ad Hoc Committee for KUNM’s listening audience to obtain information about KUNM were attended by the public at large (including concerned UNM faculty), KUNM’s staff and volunteers. Written testimony was encouraged from those unable to attend the meetings, and a considerable amount of correspondence was received by the Vice President of Community and International Programs, and is on file in that office. In addition, several documents from UNM faculty, KUNM staff, and other interested parties were presented to the committee for consideration.

The Ad Hoc Committee was aware that in some instances, particularly in the case of the general public, testimony did not represent a judgement based on professional expertise on broadcasting. Nevertheless, the committee felt that the listeners’ perceptions regarding KUNM were important and deserved full consideration by the committee.

Looking first at KUNM’s mission, there are several documents available that list the goals and general mission of KUNM and give evidence of KUNM’s desire to acknowledge its mission and responsibilities. However, there is also evidence that indicates there has been an unclear statement regarding the mission of KUNM, especially in clarifying where KUNM fits into the general structure and mission of the University. A number of listeners, as well as a number of faculty, observed that there is not enough student and faculty participation in KUNM’s programming in terms of original scholarly and artistic broadcasts which correspond to the University’s own mission of teaching, scholarship, and public service. See page 5 of the main report for a more detailed account of the findings regarding the mission of KUNM.

Testimony about programming varied. There were many favorable comments regarding the “diverse,” “creative,” and “original” character of KUNM’s programming, while others perceived a lack of professionalism of KUNM’s programming and technical quality. Evidence shows this could be a result of both the poor condition of the present on-air equipment, and the insufficient training and supervision of the volunteers, who do most of the programming. Concluding evidence also indicates these problems are due to inadequate funding. For further details regarding programming see sections under History on page 3 and under Findings and Nature of Problems on page 6.

Structurally, although the station works under the same governing rules and regulations as the various departments of the University, there has been no formal relationship between KUNM and the academic departments. Evidence indicates that there has been a serious neglect in defining the correct chain-of-command for administrative purposes and for defining the association of the academic departments with KUNM. These findings are found on page 3 (Structure), and on page 6 (Structure).

Evidence shows that staffing is insufficient to carry out consistent good quality broadcasting expected of KUNM. Severe staff shortages have led to a heavy dependency on volunteers. Currently there are 87 volunteers, 50 of whom serve as on-air programmers. Low salaries have led to a high turnover of personnel, resulting in low staff morale. Volunteers frequently lack
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Training and a formal orientation before being given production or on-air responsibilities, resulting in a tension between the paid staff and the volunteers.

Testimony revealed that there has been a history of management problems at KUNM. Some of these are related to inadequate funding particularly funding for salaries. There is a high turnover of managerial personnel, with the position of General Manager currently unfilled, but rather staffed by a temporary General Manager. Documents available and data gathered from other testimony support inconsistent management patterns at KUNM. There has been a conflict between two management styles; hierarchical as interpreted by the management and some of the staff, and participatory/consensus as viewed by the volunteers and the remainder of the staff. At times the General Manager has unsuccessfully attempted to reconcile both styles. See the findings under Management for a more detailed description on problems related to management, page 7.

Following inconsistent management principles, funding appears to be the major problem for KUNM. Evidence indicates that funding for KUNM has been inadequate to provide for increased programming; adequately paid staff; equipment repair and replacement; or for improved facilities. Documented evidence shows that KUNM operates on a relatively small budget that includes no direct funding from the University. According to the New Mexico Commission on Public Broadcasting Report, July 26, 1983, among all the public broadcasting stations in New Mexico, KUNM receives the least in revenues (both in actual dollars and in percent of the budget) from its licenseholder. See page 15 of the report under Funding for further details.

Recommendations

While the complete report contains many recommendations, only the most important are given here, arranged in priority order. These recommendations represent the opinions of the Ad Hoc Committee regarding areas in which they see a need for immediate action.

Following its intensive investigation and deliberation, the KUNM Ad Hoc Committee is pleased to recommend to you that the University should continue to operate KUNM as a noncommercial, educational radio station which provides an optimum mix of high quality network and local programming to the diverse audience represented by the people of New Mexico. The committee also recommends that the station not continue as is, but should begin a process of change and improvement as recommended under the general areas of Funding, Management, Mission, Structure and Programming. The committee believes that the licensee must be committed both financially and philosophically for the University owned radio station to be used effectively.

Funding: The committee recommends that the budgetary support for the station should reflect the means necessary to accomplish the mission of KUNM. See the detailed recommendations for accomplishing adequate funding, on page 15 of the report (that figure is $452,440). Without adequate funding, the station cannot continue to operate and produce consistent quality programming and broadcasting. Besides funding from
the University, there must be broad public financial support, secured in a variety of ways, namely, grants, fees, gifts, underwriting, and memberships.

Management: The committee recommends that a search process begin immediately to find a qualified General Manager with excellent management skills, especially interpersonal and conflict management skills. A goal associated with a qualified General Manager is to further develop a professional staff whose goals are to maintain a professionally managed station. Both the General Manager and staff should be in stable, classified positions with salaries comparable to those listed in the Salary Report for Joint Public Broadcasting Licensees, radio-only employees, which is included as Appendix F to this report. Detailed information regarding management, including personnel and volunteers is found on pages 13 and 14 of the report.

Mission: KUNM is a noncommercial, educational radio station licensed to the Regents of the University of New Mexico. KUNM is responsible for serving the diverse interests and needs of the people in its listener area. To that end, KUNM should serve as a voice of the University by translating the University's general mission of teaching, scholarship, and public service to the community.

The committee recommends that the Mission Statement of KUNM be rewritten and submits a proposed mission statement on pages 9 and 10 of this report. The mission statement should more clearly reflect the University's mission statement; the station's relationship to the University and its role in serving the University and the community.

Structure: The committee recommends that KUNM follow the University Chain-of-Command, with the relationship between UNM and KUNM hierarchical and based on the University-wide authority structure. Accordingly, KUNM's General Manager should report directly to the Vice President for Community and International Programs. A direct line of responsibility, accountability, and authority should be established from the Regents to the President to the Vice President to the General Manager.

The committee recommends that the Vice President of Academic Affairs create a working group made up of faculty and administrators in the academic areas that are and will be involved in Broadcasting and Telecommunication. This group should prepare specific plans for the integration of the curriculum in those areas.

The development of formal links with academic departments will require additional resources for KUNM and for the cooperating departments, including staffing, funding mechanisms, and facilities. If the academic linkage is to be realized, funding must be accommodated in the University's I & G budget. Additional details regarding structure are found on pages 11 and 12 of the report.

Programming: The committee recommends that in addition to KUNM's established focus on community activities, the station should begin now to plan and to air more programs that reflect the unique contributions that the University can make to matters of interest to its audience, particularly through its academic programs, research, scholarly, work, criticism, performance in the arts, continuing educa-
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The University is a forum for ideas and is teeming with material that can be directed to the needs of the public. More inclusive information regarding programming is found on page 10 of the report.

Indeed, while this summary only briefly covers the vast amount of material evaluated by the committee during its investigation of KUNM and its relationship to the University, the full report provides more detail and evidence for the final recommendations.

Public radio is "educational radio" as it provides alternative programming, as it explores public issues, as it provides cultural programming and presents a variety of views on public issues. It is educational in the same sense that all activities of the University are educational. In the finest sense, public radio can be a tool for the University's relations to its public, if it provides a top-quality, honest service in keeping with the highest ideals of academic, scholarly, and creative service. On the other hand, the responsibility for a license should not be assumed if an institution does not intend to develop the unique potential that public radio offers.

The KUNM Ad Hoc Committee believes that KUNM has that potential and with an alert General Manager, adequate professional staff, stronger ties with the University community, and an informed University administration, KUNM can be responsive to community needs and a vital asset to the University of New Mexico.
KUNM
and Its Relationship
to the
University of New Mexico

Final Report

Prepared for President Tom Farer
by
KUNM Ad Hoc Committee

August 30, 1985
This final report prepared by the KUNM Ad Hoc Committee for President Tom Farer regarding KUNM and its relationship to the University of New Mexico contains detailed information. The committee members believe this information is necessary because of the recurring events that have taken place at KUNM over the past years regarding management, staffing and funding. There are many past documents on file in the office of the Vice President for Community and International Programs that refer to KUNM, but are not included in appendices, nor are specifically referred to in this report.

This report includes an Introduction; Public Testimony, Findings, and Nature of KUNM's Current Problems; Recommendations and Conclusion.

INTRODUCTION

Historical Background of KUNM

KUNM are the call letters for the FM radio station licensed to the Regents of the University of New Mexico. The radio station started in 1962, originally broadcasting over wires, exclusively to students residing in dorms at the University. In 1966, KUNM was first licensed to broadcast over the airwaves on FM frequency. This station is licensed for the non-commercial educational portion of the FM broadcast band at 90.1 megahertz with an effective radiated power of 13.6 kilowatts. Because KUNM transmitter facilities are located at the top of Sandia Crest at 4,160 ft. above average terrain, it is capable of reaching an audience equivalent to a full-power 100,000 watt class C station, and is considered as such according to FCC licensing regulations. KUNM facilities are presently housed in part of the third floor of Oñate Hall, in converted dormitory space, located at the northeast corner of the main campus on the corner of Las Lomas and Girard. KUNM in its present location is inaccessible to the handicapped.

The station is an affiliate of National Public Radio (NPR), the public radio network supported in large part by public monies through the Corporation for Public Broadcasting (CPB), and through listener contributions. KUNM is a CPB qualified station. KUNM is also affiliated with the National Fed-
eration of Community Broadcasters (NFCB), a national organization of community radio stations. Both NPR and NFCB are made up of non-profit radio stations.

KUNM broadcasts over the airwaves twenty-four (24) hours a day, seven (7) days a week, (except during the early morning hours of Wednesday, when the station is off the air five (5) hours for maintenance), fifty-two (52) weeks a year. The station's broadcast content is made up of a mix of recorded music, news, and public affairs programs. Programming is both purchased from NPR or other sources and locally produced, with the vast majority of the programming, particularly music programming produced locally.

Breaking the historical background into the four specific areas studied, documents reveal the following:

**Mission:** KUNM as a non-commercial, educational radio facility, shall fulfill the following requirements in its operation:

a. Fulfill all licensing requirements.

b. Serve the people of Albuquerque and North Central New Mexico by providing a variety of high-quality programming that serves the diverse interests and needs of these people.

c. Fairly and accurately report local, regional and national news and issues in a greater depth than that provided by other local broadcast media.

d. Be an educational resource:

1. For its listeners, KUNM should provide programming, information and informed commentary in the areas of the arts, the sciences and culture generally. The station should reflect the University of New Mexico's contributions in these areas, through cooperative efforts with faculty, staff, and students. Further, the station shall produce and seek distribution for programming for other local, regional, and national outlets.

2. Through the proper University academic departments, KUNM shall provide training in the full range of public radio broadcasting arts. In addition, the station shall provide an environment for creative student extra-curricular activity.

e. Attempt to reach as broad and large an audience as possible, and enlist the assistance of that audience in the support of the station.
f. Achieve a blend of spontaneity and consistency in programming, whose basic purpose should be to serve the audience members. (Taken from the Regents Action of May 15, 1981, regarding the Mission of KUNM.)

Programming: Approximately, 20.4% of the program schedule is devoted to news and public affairs programming. KUNM carries NPR’s morning and evening news programs ("Morning Edition" and "All Things Considered"). In addition, it carries a daily national newscast produced by the Pacifica network. KUNM produces its own nightly newsshow, which focuses on local, state, and regional news. This newsshow is aired five (5) days a week, thirty (30) minutes per day.

Approximately, 78.6% of the program schedule per week of airtime is devoted to music (132 hours per week), of which approximately 53.4% is devoted to "free-form" (704 hours per week). The majority of music aired is recorded, although occasionally, there is some live music aired. The music programming can be best described as divided into two categories: specialty shows and "free-form." The specialty shows present a particular genre or style of music (such as blues, folk, Hispanic, etc.), and are typically aired from 7:00 p.m. to 10:00 p.m. "Free-form" describes music programming that has no defined genre or style content, but rather, is intended to present the music aired, from records, in a rather free association context. See Appendix A for a detailed listing of programming breakdown.

Structure: Although licensed to the University, the coordination of KUNM activities does not seem to play an important role within the University structure. Substantial ties with the relevant academic departments in the University have never been established. The staff of KUNM is comprised of eleven (11) paid staff made up of four full-time, four half-time, one student half-time, and two work-study employees. The remaining staff is comprised of eighty-seven (87) volunteers, fifty (50) of whom serve as on-air programmers.

Management: Management patterns have been inconsistent at KUNM. Inadequate salaries have led to a high rate of turnover, particularly in
in managerial personnel. Over the past three years, there have been three news directors at KUNM. The Station Manager position is presently unfilled and has been so since the first of this year (1985). Currently, the Program Director is serving as temporary Station Manager.

Funding: KUNM operates on a relatively small budget that includes no direct funding from the University. For the 1984-1985 fiscal year that just closed, the KUNM budget was approximately $220,000, of which some $90,000 in revenues were derived from "Student Fees." According to the report from the New Mexico Commission on Public Broadcasting, July 26, 1983, among all the public broadcasting stations in New Mexico, KUNM receives the least in revenues (both in actual dollars and in percent of the budget) from its license-holder. A detailed chart is found in Appendix B on page 13.

PUBLIC TESTIMONY, FINDINGS, AND NATURE OF KUNM'S CURRENT PROBLEMS

Following an intensive evaluation and investigation of the testimony and documents gathered from the public hearings, written testimony and past documents the following findings were summarized.

The Ad Hoc Committee held two public hearings for KUNM's listening audience to obtain information pertaining to KUNM's Mission, Programming, Structure and Management. The hearings were attended by the public at large (including concerned UNM faculty) and KUNM's staff and volunteers. Testimony was obtained from all three sources. Written testimony was encouraged from those unable to attend the meetings, and a considerable amount of correspondence was received by the Vice President for Community and International Programs, and is on file in that office. In addition, several documents from UNM faculty, KUNM staff, and other interested parties were presented to the committee for consideration.

The Ad Hoc Committee was aware that in some instances, particularly in the case of the general public, their testimony did not represent a judgement based on professional expertise on broadcasting. Nevertheless, the committee
felt that the listeners' perceptions regarding KUNM were important and deserved full consideration by the committee. The section on Recommendations in this document contains the measures suggested for adoption by the committee in relation to the public comments and findings.

Breaking the findings into the four specific areas studied, documents and evidence reveal the following:

Mission and Goals: There are several documents available that list the goals and general mission of KUNM and give evidence of KUNM's desire to acknowledge its mission and responsibilities. The 1984 Summary of Responses to KUNM's Management Audit revealed, however, that some staff members were unsure of the station's goals and felt the need to have them clarified.

As to the general public, it is difficult to assess to what extent KUNM's goals and mission are clear, given the diversity of the testimony received. To some listeners, KUNM's mission is primarily to serve the community, and many favorable comments were made praising KUNM's involvement with and responsiveness to the community. Other listeners felt that a few cultural minorities in the community still remained underserved, e.g., the elderly, the handicapped.

Regarding KUNM's position as it relates to the University's own mission of teaching, scholarship, and public service, some testimony revealed that this relationship between KUNM and UNM appeared weak. A number of listeners observed that there was not enough student and faculty participation in KUNM's programming in terms of original scholarly and artistic broadcasts.

There was strong support for strengthening the ties between KUNM and some academic departments for the purpose of training students in broadcasting. Although the general feeling was that the station should not be connected to any one particular academic department, official ties with the appropriate departments, plus adequate funding and staffing were seen as desirable in order to undertake the establishment of internships for students.
Programming: Historically, the program policy for KUNM has been to provide cultural enrichment through music, the arts, public affairs, and educational programming.

There were many favorable comments regarding the "diverse," "creative," and "original" character of KUNM's programming. The multi-ethnic nature of KUNM's musical offerings was also commended as a testimony of KUNM's responsiveness to the diversity of the community it serves. It was suggested, however, that the ethnic balance of the music repertoire be adjusted to reach as wide an audience as possible.

KUNM's news coverage elicited diverse reactions. Some of the testimony revealed dissatisfaction with the amount of local news, and asked for more attention to covering matters related to UNM that would concern students. More in-depth coverage of all news was suggested. Other comments reflected very positive feelings about KUNM's news coverage and described it as more in-depth and more critical than that of any other local station.

There was a controversy over community-oriented broadcasting versus national network programming. The committee found a diversity of views with some listeners wanting more national network programming, while others wanted the present balance to be maintained. Those opposed to NPR objected to its lack of relevance to the local community and its minimal focus on minorities.

Some testimony was directed at what was perceived as a lack of professionalism of KUNM's programming and technical quality. Evidence shows this could be a result of the poor condition of the present on-air equipment and the insufficient training and supervision of the volunteers, who do most of the on-air programming. Also, evidence indicates these deficiencies are due to inadequate funding.

Structure: Although the station works under the same governing rules and regulations as the various departments of the University, there has been no formal relationship between KUNM and the other academic departments.

It is unclear, at least to the general public, exactly where KUNM fits in relation to the central administration at UNM. Those more closely connected to the University and to KUNM are aware of a history
of overall neglect interrupted by sporadic interventions, mostly in
times of crises.

The available documentation shows that efforts on the part of KUNM
management and staff have been made towards self-study and organization
of the station's internal structure. Lack of funding, a high turnover
of personnel at KUNM, and UNM's administrative neglect have prevented
implementation of these efforts.

Testimony and documentation showed that as a result, there has
been no leadership accountability by management on a consistent basis,
nor clear lines of responsibility for staff and volunteers.

**Management:** The testimony obtained revealed that there has been a
history of management problems at KUNM. Some of these are related to
inadequate funding, particularly for salaries, which has led to a
high turnover of personnel and low morale. In turn, staff shortages
have led to a heavy dependency on volunteers who feel that in return
for their contributions, more participation should be granted to them
in the decision-making process.

Management patterns have been inconsistent at KUNM. This has been
due in part to the personnel turnover mentioned earlier, and in part
to a conflict of two management styles: hierarchical as interpreted by
the management and some of the staff, and participatory/consensus as
viewed by the volunteers and the remainder of the staff. At times the
General Manager has unsuccessfully attempted to reconcile both styles.

Although the importance of volunteer involvement and the value of
their contributions to KUNM were recognized in the evidence obtained
at the public hearings, the volunteers' own perception of their function
in relation to management and programming expressed certain concerns.
In their estimation, management has failed to implement consistent
training for on-air personnel and to secure funding from the University
and other sources to maintain equipment. This has prevented the
volunteers from producing professional, quality programming, and
broadcasting. They also feel that given the extent of their contribu-
tions to KUNM, they should be able to contribute in the decision-
making process as well.
On the whole, other testimony supported the implementation of a hierarchical management style that is sensitive to staff and volunteers' views, as recommended by Subcommittee B, found in Appendix C, on page 5.

The role and effectiveness of the various radio boards that have been part of KUNM's history were questioned in some of the testimony. Those opinions expressing a desire to establish a new radio board differed on how much responsibility should be granted to the board. Some favored an advisory role only, while others argued for more direct participation in the overall operation of the station.

Some of the testimony presented expressed concern over a history of underrepresentation of ethnic minorities (particularly those present in large numbers in the community) in decision-making positions. There was also concern over the lack of commitment to ethnic minorities in program policy, e.g., the amount of time devoted to bilingual programming. Other opinions reflected the view that at least regarding staffing of minorities in full-time positions, that situation was gradually being corrected.

RECOMMENDATIONS

Following its intensive investigation, the KUNM Ad Hoc Committee is pleased to recommend to you that the University should continue to operate KUNM as a noncommercial, educational radio station which provides an optimum mix of high quality network and local programming to the diverse audience represented by the people of New Mexico; that the station not continue as is, but should begin a process of change and improvement as recommended under the general areas of Mission, Programming, Structure, Management, Personnel, and Funding. These recommendations, often quite explicit, are provided after much deliberation.

Mission: Evidence indicates that there has been an unclear statement regarding the Mission of KUNM, especially in clarifying where KUNM fits into the general structure and mission of the University. Therefore, the mission statement of KUNM should be rewritten to reflect
more clearly the station's relationship to the University and its role in serving the University and the community. A proposed mission statement follows:

KUNM is a noncommercial, educational radio station licensed to the Board of Regents of the University of New Mexico. KUNM is responsible for serving the diverse interests and needs of the people in its listener areas, namely, Albuquerque and North Central New Mexico. To that end the station shall fulfill the following mission:

1. KUNM should serve as a voice of the University by translating the University's general mission of teaching, scholarship, and public services to the community. In translating the University's general mission, the station should undertake the following:
   a. Programming that provides information of value and interest to the audience and that reflects the range of intellectual and diverse cultural activities of the University.
   b. Outreach to the community as an extension of the University's public service responsibilities.
   c. Reflect favorably on the University by maintaining a high standard of quality.

2. KUNM shall cooperate in the establishment, development, and maintenance of programs for academic credit in relationship with academic departments to provide advanced training and experience in public broadcasting arts for students of the University. By pursuing its primary function as a public radio station, KUNM shall serve as a professional resource for students rising through the affiliated departments in pursuit of professional training and as a community resource for individuals volunteering their time and creativity.

3. It is the responsibility of the station to recognize and to serve the special cultural and linguistic diversity of the state as represented in its audience. It is also the responsibility of the station to recognize and to serve audiences defined by their interest in the intellectual, cultural, and social activities of the University. To serve these audiences, quality programming should be drawn from an
optimum mixture and balance of national, regional, state, and local sources.

4. The station shall produce and distribute locally originated programming through other local, state, regional, and national outlets. The broad purpose of original programming shall be to provide information, to serve as a forum for opposing views, and to serve as a vehicle for the arts. Original programming should strive to provide new insights concerning experience and the relationships between individuals, society and the natural world.

Programming: Evidence indicates that there has been a lack of coordination in programming with the University's mission. Therefore, we recommend that in addition to KUNM's established focus on community activities, the station should begin now to plan and to air more programs that reflect the unique contributions that the University can make to matters of interest to its audience.

Some possibilities are health education; consumer education; the problems of the elderly; the biophysical environment; the impact of science and technology on humans and their institutions; and New Mexico's public affairs. Further, KUNM should plan and air more programs which reflect the unique contributions the University can make to the music and cultural interests of its audience, for example, recording and broadcasting concerts, performances, special language programming etc., produced at the University.

Professional standards of operation both on and off the air should be maintained by the management and conveyed to all who work with KUNM to provide programming. The management should provide professional criteria for production and should provide the best production support and supervision that can be supplied for locally produced programs.

KUNM news and public affairs should include a greater attention to covering matters of on-campus concern and interest to students, as well as covering special events, public affairs and cultural activities occurring at the University.

To the end of restructuring and expanding programming, the management
should provide guidance to volunteers and participating academic departments on what kinds of new quality program coverage are sought and will be considered for priority on-air time. Additionally, the management should seek out and obtain greater involvement of faculty/staff in on-air activities.

Although careful review of the equipment needs of KUNM should be made by qualified personnel with the General Manager, it is clear from the information presented that the area of greatest priority that affects the programming and future links to the academic departments is outdated audio production and on-air equipment. Much of this equipment is beyond its expected useful lifetime; numerous problems exist which make efficient and high quality production work difficult or virtually impossible. See the Chief Engineer's Report for a detailed outline of many of these conditions, identified in Appendix D, "Chief Engineer's Report on Equipment." This lack of technical quality is the principal cause for KUNM's difficulty in distributing programs nationally.

**Structure:** Evidence indicates that there has been a serious neglect in defining the correct chain-of-command for administrative purposes and for defining the association of the academic departments with KUNM, therefore, the committee offers the following recommendations.

Following the University Chain-of-Command, the relationship between UNM and KUNM is hierarchical and based on the University-wide authority structure. Accordingly, KUNM's General Manager should report directly to the Vice President for Community and International Programs. A direct line of responsibility, accountability, and authority should be established from the Regents to the President to the Vice President to the General Manager.

The Vice President for Community and International Programs will have the authority to hire or fire the General Manager of KUNM. The hiring and firing procedures should be those followed by the University for classified staff and/or faculty. The final authority within KUNM is the General Manager which includes the power to hire and fire, in accordance with University procedures.

Existing undergraduate student internship programs which offer credit
hours through academic departments, should be used by the departments and KUNM. Formal written arrangements between the station and departments should govern criteria for eligibility, procedures for supervision, and methods of evaluation of student interns. The departments which should participate include, but are not limited to, Speech Communication, Journalism, Theatre Arts, Music, Electrical Engineering, and Computer Engineering.

It is envisioned that in addition to the internships connected to professional communication degrees, that interested faculty from other departments such as History, Sociology, Political Science, Economics, Modern Languages, American Studies, etc., should be encouraged to provide another type of education and training through the vehicle of special problems or independent study courses, which could provide unique expertise and research, as a resource for KUNM's programming activities.

The Vice President of Academic Affairs should create a working group made up of faculty and administrators in the academic areas that are and will be involved in instruction in Broadcasting and Telecommunication. Faculty with interest in, but not directly involved in such instruction, may be included, particularly those from departments listed above. This group should prepare specific plans for the integration of the curriculum in those areas. These plans should include:

1. Establishment of degree programs with course development and course sequencing that link together at least the departments of Speech Communication, Theatre Arts, and Journalism.

2. Recommendations for the supervision and management of integrated degree programs.

3. Recommendations for the coordinated use of special facilities in the planned Communication Instructional Center.

4. Recommendations concerning the relationship of these programs to the University's broadcasting operations, KUNM-FM and KNME-TV.

The development of formal links with academic departments will require additional resources for KUNM and for the cooperating departments, including staffing, funding mechanisms, and facilities. The additional staffing, both for KUNM and for the academic departments is required if the academic linkage is to be realized and funding must be accommodated
in the University's I & G budget.

Management: Evidence indicates that there has been a lack of clear definition of management principles. Although some of the following recommendations will read as accepted management principles, the history of KUNM in matters of management suggests the importance of clear statements on these matters.

The General Manager should be responsible for the supervision and coordination of all aspects connected with the proper functioning of KUNM, including the preparation of overall plans and budgets, as well as any other responsibilities assigned by the Vice President for Community and International Programs. All aspects of KUNM administration and operation including, programming, engineering, budgeting, and development, should be under the control and direction of the General Manager and all personnel should report to and be responsible to the General Manager.

The administrative relationship within KUNM should be clear, well defined, and hierarchical in responsibility to the University, but sensitive in management style to the views of the staff. In delineating the responsibilities of the General Manager, we refer the Vice President for Community and International Programs to the statement on management procedures found in the report of Subcommittee B under Organization, page 3, found in Appendix C.

Finally, a Radio Advisory Board should be established, replacing the existing University Radio Committee which should be abolished. The new Radio Advisory Board should advise the Vice President for Community and International Programs and the KUNM General Manager on the following matters: 1) community concerns, 2) programming, 3) the overall performance of KUNM in relation to its mission, 4) the University's commitment of funds and resources to KUNM, and 5) other special matters that the Vice President and the General Manager may request. Furthermore, the Radio Advisory Board will submit a written report to the Vice President and the General Manager at least on a yearly basis.

The Radio Advisory Board should be appointed by the President of the University. The Board should have nine (9) persons, all selected by
the President of the University on the basis of written applications by interested parties. The criteria for selection should aim for a mixture of academic and community people. Board members should serve a period of three years. The selection should provide for a one-third rotation each year with members serving staggered terms.

**Personnel:** Evidence indicates that staffing is insufficient to carry out consistent good quality broadcasting expected of KUNM. The committee recommends that the University should begin now to staff the station with Managerial personnel who are in stable, classified positions. The positions should be classified to establish clearly assigned responsibilities and to provide equity within UNM’s salary structure.

Besides those positions required for quality production and operation of KUNM, it is recognized that the station must have additional capabilities, requiring additional full-time or part-time support staff. All persons must be sympathetic to and capable of working with the volunteer labor force and with students.

Volunteers provide a unique and valuable resource for the operation and development of KUNM. Volunteers should function as if they were paid staff and should be responsible and responsive to department heads, subject to performance evaluation, recognition for contribution, and dismissal in cases where this may be necessary. Volunteers should be trained and given a formal orientation before being given production or on-air responsibilities.

In order to achieve a sense of common purpose, as well as an awareness of rights and responsibilities, the volunteers and staff should participate in seminar-like training on an on-going basis. These seminars should be coordinated by the General Manager with the assistance of the Vice President for Community and International Programs. The topics of the seminars will not be outlined here, but it is urged that these recommendations be discussed fully. Other areas to be considered are the overall mission of the University and KUNM, as well as any guidelines on the rights and duties of volunteers, staff and interns.

To the extent that the volunteers reflect the cultural and linguistic diversity of the state, the Vice President for Community and International
Programs, and the General Manager should be sensitive to the special role KUNM plays in serving the communication needs of a community larger than the University.

Funding: Evidence indicates that funding for KUNM has been inadequate to provide for increased programming, adequately paid staff, equipment repair and replacement, or for improved facilities. Therefore, the committee recommends the following:

1. The budgetary support for the station should reflect the means necessary to accomplish the mission of KUNM. One measure of the means necessary to operate a public radio station is found in the report of the New Mexico Commission on Public Broadcasting, July 16, 1983, which established a figure based on average funding for CPB qualified stations. That amount is $452,440, as indicated in Appendix B on page 34 of the Commission's report. One of the first tasks of the General Manager should be to undertake an assessment of the budget needs. However, some budget observations on the sources and adequacy of KUNM's budget can be made now. It should be noted that in the Commission report, KUNM is listed as lowest among the five public radio stations in New Mexico in the amount of basic licensee support, and highest in the amount of support from private sources. See page 12 in Appendix B.

2. In the FY 1985, of the approximately $214,000 in income, over half, $163,607, was accounted for by fees and gifts, with fees and gifts being equal in amounts. The KUNM budget summary lists student fees in the amount of $82,250. The remainder, $50,594, was made up of one time grants totaling $43,306, and sales for $4,288. Thus, the students, the community, outside granting agencies, and commerce are accounted for in this income picture, but the University or the state as measured by an allocation from the I & G budget is not.

3. The budget for FY 1986, as summarized in Appendix E, shows a similar situation. Of the $294,800, in cash flow, none is to be provided by the University from I & G funds, 31% by student fees, 28% by contributions, 20% by sales and underwriting, and 20% by a CPB Community Grant. The University's "in kind" contribution for
indirect administrative support was reported to the Corporation for Public Broadcasting as $55,603, in 1984.

4. At a minimum, the University should provide funding adequate to cover the General Manager and five (5) full-time classified positions (approximately $120,000). Salaries should be comparable to those listed in the Salary Report for Joint Public Broadcasting Licensees, radio-only employees, which is included as Appendix F. With this salary base provided for the station, KUNM through fees, grants, gifts, and sales should aggressively develop the remaining operational budget for the station.

5. If the recommendations on staffing and operations contained herein are carried out, and if the station continues its commendable performance in obtaining voluntary contributions and underwriting, an annual operating budget in the range of $450,000 to $500,000 should be anticipated. This amount would be apart from any necessary major expenditures for replacement of equipment.

In order to promote programming on issues of special and topical importance, a KUNM Program Fund should be established with 1-2% of total general revenues earmarked for independent productions. Topics, formats, and appropriations for individual projects should be determined by a three (3) person committee. Representatives would be elected from the staff, volunteers, and Radio Advisory Board. Public contributions may be solicited and earmarked especially for this fund.

If KUNM is to provide additional services to the academic programs of the University and if academic programs are to become linked to KUNM, improvements in the areas of production, production training, and equipment will be necessary. Each of these areas will require additional funding. After the station and the academic departments have developed curricular ties, both KUNM and UNM departments should submit an assessment of the outstanding equipment and personnel needs to accomplish the internship programs.

Even before any expansion of the station's activities, it is the judgement of the current Engineer that at minimum, in order to replace basic audio production equipment that is obsolete or worn out, the station will need assistance in the amount of $120,000. KUNM has applied for
an NTIP/PTFP grant of $87,159 (total project, $116,212), but has no assurance of receiving it. The Chief Engineer notes this in his report on page 3, attached as Appendix D. Prior to the completion of this report, the committee received word that this grant was not awarded, therefore, this problem must be addressed from other sources.

CONCLUSION

The KUNM Ad Hoc Committee has completed its task to investigate and to evaluate KUNM and its relationship to the University of New Mexico and to offer recommendations regarding KUNM's future. After deliberation on the evidence received from oral testimony presented at the public hearings; from written testimony received from KUNM staff and volunteers, UNM faculty, and from KUNM listeners; and evaluation of past documents, the committee is happy to submit to you its final report.

In conclusion, the KUNM Ad Hoc Committee wishes to once more reiterate the fact that KUNM has carried out its responsibilities, and has developed without much real support, financial or other otherwise, from the University.

The committee agrees with people involved with University affiliated radio stations and with public radio, who state that universities are ideal licensees for a radio station. This is because of what the University has to offer in programming from its own resources and because of its overall institutional mission which parallels that of public radio. In its finest sense, public radio can be a tool for the University's relations to its public, if it provides a top-quality, honest service in keeping with the highest ideals of academic, scholarly, and creative service. On the other hand, if the station is ill-used, under-utilized, and under-financed, it represents one less frequency available for serious purposes of the University.

After this investigation and deliberation, the committee believes that it is imperative for both the University and the station management to be self-consciously aware of each other and to do all they can to assist each other, in order for the University's radio station to fulfill its obligation to its
mission of service to the listening audience. If KUNM and the University are conscious of each other, strive for maximum creative interaction, and coordinate their activities, each can be mutually beneficial to the other. To carry out this goal, KUNM must be assured of adequate funding, consistent management, adequate professional staff, stronger ties with the University community, and an informed University administration.

KUNM Ad Hoc Committee Members

Subcommittee A Mission and Programming

Richard Cady, Director, Institutional Research
Patricio Chavez, UNM Undergraduate Student Representative
Vince Ercolano, UNM Graduate Student Representative
Ken Frandsen, Chairman, Speech Communication
Joe Goldberg, Professor, Law School, University Legal Council
Frank Haley, AM News KOB Radio
Jim Linnell, Chairman, Theatre Arts
Mary McConnell, KUNM Staff, Volunteer

Subcommittee B Structure and Management

Two members resigned from Subcommittee B because they could not devote sufficient time to the committee's work. They were Clark Edwards, Assistant Professor, Journalism; and Richard Griego, Professor, Mathematics and Statistics.
Wayne Bundy, Executive Director, Rocky Mountain Corporation for Public Broadcasting
Eliseo Casillas, Associate Director, Instructional Media Services
David Dunaway, Assistant Professor, English
Rosa Fernandez, Assistant Professor, Modern & Classical Languages
Nelson Valdes, Associate Professor, Sociology
Wendy Watson, Fundraising Coordinator, KUNM