Methodology in Preparing this Material

The alphabetized paragraphs represent clusters of goals and objectives envisioned by the KUNM community for the next five years. To the highest degree possible, the language of the goals and objectives were taken directly from the worksheets produced in planning sessions.

This logical framework includes the consensus-based ideas put forth in the three long-term planning sessions attended by volunteers, operations staff and the Radio Board. For some of the paragraphs listed below, we received good suggestions that for one reason or another did not receive consensus or priority from participants. These suggestions are listed below the prioritized items in each paragraph to provide a fuller scope of recommendations.

The alphabetized paragraphs represent a priority order determined by the Long Range Planning Committee after the committee reviewed the reports from each of the three planning sessions. The sentences listed in each paragraph also demonstrate a priority order -- with the first sentence in each cluster having the most priority and the last sentence in each cluster having the lowest priority.

In the one-page document "Five Themes" you will find that each paragraph title has been assigned to one of five "Themes" used to identify and organize our visioning work. Following review and comment by all participants, it becomes our job to "map" this vision onto an achievable, accountable timetable of activities to better serve our community.
Goals, Objectives, and Activities for KUNM's Five-Year Plan:

Priorities Based on Consensus Achieved in Planning Sessions by KUNM Volunteers, Operations Staff and Radio Board

Prepared by the KUNM Long-Range Planning Committee
Second Draft for Circulation, Review and Comment: April 6, 2001
(revises 4/3; wrong alpha order by RT per RD)

Written Replies Due by May 31, 2001
Please Reply to KUNM Volunteer Coordinator Rob Raucci

A: Increase the Uniqueness, Diversity, and Educational Value of KUNM Programming

Maintain and increase uniqueness of programming. Increase the educational content of the programming. Offer programs that reflect the multicultural and multilingual nature of Albuquerque and New Mexico, including groups like Asians and others not on the air in 2001. Have human-interest documentaries, segments and feature stories from communities and individuals in the community. Protect the independence of news programs, particularly from corporate control, and continue to offer programming from alternative sources.

Additional Suggestions: KUNM should get its own license, governance and integrity. Mix news/information segments into music programs. Have historical radio shows for all types of music, and made music programs more informative. Have Spanish-language news shows.

B: Maintain and Diversify the Focus on Local and Regional Programming

Maintain the focus on local programming. Transition from national, duplicative and imported programming to original local news and information emphasis in the morning. Offer local and regional news and public affairs that draws input from throughout the state. Have at least one hour of live, local music performance per day, and tie it to the calendar whenever appropriate. Integrate more artist interviews, events and calendars in music shows.

Additional Suggestions: Use a van with satellite capability for regional programming. Have more local shows broadcast nationally. Have an updated community calendar. Have a local call-in show, "New Mexico Tonight"; a
global call-in show; and an alternative lifestyle magazine show. Have local shows on the language of music in film, as well as "retro" old-time drama and comedy. Sponsor more local events that are not covered by other stations.

**C: Work for Greater Interaction with the UNM Community and the Community at Large**

Increase support for KUNM and awareness of our programming at UNM and within the community. Have working alliances with non-profit schools, service organizations, regional radio stations and libraries. Involve local arts, non-profits and community contacts in programming support. Become more tied to UNM through connections with student life, the Daily Lobo and UNM departments. Expand the youth audience and make programming in middle and high schools and at TVI. Have student-produced programs presenting issues that are relevant to the UNM community. Showcase the work of the UNM staff. Have training as a functional part of a communication curriculum, with UNM formally recognizing the value of volunteers at KUNM. Draw on expertise in the community for training. Use UNM experts to increase the visibility of UNM and make the audience aware of UNM events and news.

**Additional Suggestions:** Offer training at KUNM in engineering, journalism and programming, and possibly for UNM credit. Have regular outreach to community groups for input and station promotion. Funding base should emphasize small independent businesses rather than large corporations that might expect something in return. Institute traveling community representatives, with per diems. Assimilate KANW.

**D: Empower KUNM's Volunteers with Tools, Techniques and Training**

Empower volunteers with tools, techniques & training. Improve evaluations & opportunities through apprenticeships, performance evaluations, training & recruitment. Empower and engage volunteers through responsibility, continual reciprocal engagement, and historical awareness.

**Additional Suggestions:** Give KUNM history/fact sheet to all staff. Training for broadband universe and grant writing.
E: Maintain KUNM's High Standards for Transmission and Increase our Viability through Technology Upgrades and Training

Ability to maintain high standards for radio transmission and internet streaming through technology upgrades and training. Improve existing infrastructure station-wide by building technical capabilities and training. Have statewide coverage with the broadcast signal and regional, accessible production resources. Have better equipment.

Additional Suggestions: Build new studios in the community. Have long-term plans for equipment upgrades and replacement. Increase financial support to develop digital technologies.

F: Increase Funding Base and Financial Support through a variety of means including Grant Writing and Appeals to Specific "Stakeholder" Groups

Increase funding base and financial support through a variety of means. Establish fundraising initiatives, such as special underwriting, grants and additional support from UNM. Have financial independence through production of national programming (Web and broadcast). More well rounded fundraising strategies to increase financial resources.

Additional Suggestions: Have underwriting specifically for Spanish-language programs. Have more grant writing. Obtain funding for involvement of Hispanic and Native American youth. Have national, on-air sponsors.

G: Better Understand Our Community and Audience Identities

Understand community and audience identities to tailor and introduce innovative programming. Work with UNM to conduct listener survey -- who is listening and what do they want (minimum of 1,000 participants). Have greater engagement with diverse audience groups. Have annual surveys and focus groups. Address potential audience shrinkage. Seek audience input on programming.

Additional Suggestions: no additional material
**H: Enhance KUNM's Internet Presence**

Enhance the Internet presence. Have more programming available on the Web. Expand local news presence on the Web with non-audio materials, links and chat room opportunities. Have multiple program streams, or multiple stations. Have a 24-hour Internet program. Have a Spanish Web page.

Additional Suggestions: no additional material

**I: Increase KUNM's Archival and Database Capabilities**

Increase archival capability. Have linked on-demand archives. Create a historical archive as a 24-hour-a-day accessible resource. Develop a searchable archive of significant music, news and public affairs.

Additional Suggestions: Make play lists available. Have an Internet/satellite clearing house for KUNM's self-produced programs. Have a more complete music database that is secure and is accessible in the control room. Redesign the filling system for CDs and make it more accessible. Develop a mechanism for DJs to get public requests.

**J: Increase Involvement of Volunteer and Operations Staff in Decision Making Process**

More involvement of staff in content by reorganization of staff priorities. Reduce the amount of paperwork. Develop better communication within departments and with volunteers. Have regular team-building activities for staff and volunteers to increase community feeling. Re-examine governance issues to improve cooperative roles of staff, board and volunteers. Have measurable performance standards to determine if goals and objectives are being met.

Additional Suggestions: Have a participatory management structure that includes volunteers, staff, radio board and the community. More interactions between music department and programmers. Involve program hosts in long range planning and other administrative duties, such as 3 hours off-air for every 10 hours on-air. Affirm KUNM's most important values. Involve
volunteers with professional skills in advertising, consulting and marketing.

Do a historical examination of KUNM.

**K: Establish an Effective Marketing Plan for KUNM**

Promote the station better. Increase visibility and membership by using marketing techniques, such as running ads and having booths at events. Use timely, program-specific print promotion for special programs. Create a long-term promotional campaign that targets Albuquerque, Santa Fe and Los Alamos with an active PR strategy to find sponsors and support for "New” Mexico Public Radio. Get T-shirts to new faculty -- participate in other UNM functions for awareness.

*Additional Suggestions:* Improve the signage from the exterior, as well as inside the facility. Have fundraisers and other attention-getting events in theaters.

**L: Increase Operations and Volunteer Staff Positions with Attention to Diversity**

Hire more people, such as a fundraiser, producer, engineer, Web designer, reporter, full-time news person, underwriting, clerical, program director. Have more paid host positions. Outreach for recruitment of staff and volunteers.

*Additional Suggestions:* Fund Raíces coordinator. Expand trained & committed volunteer base to meet new goals. Recruit high-school age and underrepresented youth (e.g., Upward Bound). Have greater involvement with Hispanic community through tuition credits.

-- end --
Five Themes for Organizing our Long Range Planning Objectives

**THE HUMAN EXPERIENCE at KUNM**

Empower KUNM's Volunteers with Tools, Techniques and Training   (D)

Increase Involvement of Volunteer and Operations Staff in Decision Making Process   (J)

Increase Operations and Volunteer Staff Positions with Attention to Diversity   (L)

**PROGRAMMING**

Increase the Uniqueness, Diversity, and Educational Value of KUNM Programming   (A)

Maintain and Diversify the Focus on Local and Regional Programming   (B)

Better Understand Our Community and Audience Identities   (G)

Enhance KUNM's Internet Presence   (H)

**ENGAGEMENT with our COMMUNITY**

Work for Greater Interaction with the UNM Community and the Community at Large   (C)

Better Understand Our Community and Audience Identities   (G)

Establish an Effective Marketing Plan for KUNM   (K)

Increase Operations and Volunteer Staff Positions with Attention to Diversity   (L)

**FACILITIES and TECHNOLOGY**

Maintain KUNM's High Standards for Transmission and Increase our Viability through Technology Upgrades and Training   (E)

Enhance KUNM's Internet Presence   (H)

Increase KUNM's Archival and Database Capabilities   (I)

**COMMUNITY and FINANCIAL SUPPORT**

Increase Funding Base and Financial Support through a variety of means including Grant Writing and Appeals to Specific "Stakeholder" Groups   (F)