

PACIFICA NATIONAL BOARD MEETING

September 14 - 15, 1979

Berkeley, California

5

MINUTES

Minutes of the National Board of Directors of Pacifica Foundation, held in Berkeley, California, called for at 7:00 p.m., beginning Friday, September 14 and continuing on Saturday, September 15, pursuant to call and notice, as provided by the By-Laws, a quorum being present at all times.

DIRECTORS PRESENT

Gabrielle Edgcomb
Ralph Engelman
Peter Franck
Clifford Getz
Margaret Glaser
Oscar Hanigsberg
Victor Honig
Kenneth Jenkins
David Lampel
Jack O'Dell
William Sokol
William Swenson
Peter Tagger
Delfino Varela
Alex Vavoulis

DIRECTORS ABSENT

R. Gordon Agnew
Steve Berner
Greg Lewis
Acklyn Lynch
Jean Molyneaux

NATIONAL STAFF PRESENT

Joel Kugelmass, Executive Director
Mike Krycler, Controller
Helen Kennedy, Program Service Director
Patti Neighmond, Bureau Chief
Ira Slobodien, Data Processing
Vera Hopkins, Historian
Vicki Kirsch, Secretary

STATION STAFF PRESENT

KPFA - Warren Van Orden, Manager
Alan Snitow, News Dept.
William Mandel, Producer
Philip Maldari, Producer

KPFK - Jim Berland, Manager
Anita Styles, Asst. Manager
Beverly Zeller, Business Manager
Helene Rosenbluth, Producer

WBAI - Steve Post, Manager

WPFW - Lorne Cress-Love, Manager

GUESTS

Doreen Aberson, Nominee,
National Bd. of Dirs.
Larry Bensky, KPFA L.A.B.
Steve Chessin
Paci Hammond
Alison Hershey
Judy Horowitz, Western
Public Radio
Ying Lee Kelley, Nominee,
National Bd. of Dirs.
Suzanne Krycler
Robbie Osman, Nominee,
National Bd. of Dirs.
Sally Pincus, KPFA L.A.B.
Julius Mel Reich, Nominee,
National Bd. of Dirs.
Bob Schwartz, Development
Judy Simmons
David Solnicker, KPFA L.A.B.
Elsa Knight Thompson
Mike Wilbur, KPFA L.A.B.

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OPENING

The meeting was convened at 7:30 p.m. by Jack O'Dell, Chairperson.

AGENDA

The proposed agenda was read and passed unanimously.

MINUTES FROM PREVIOUS NATIONAL BOARD MEETING

The motion to adopt the minutes of the Spring 1979 National Board meeting was passed unanimously.

ELECTION OF DIRECTORS TO NATIONAL BOARD

Doreen Aberson from the KPFFK Local Advisory Board and Robbie Osman from the KPFA Local Advisory Board were elected directors on the National Board by unanimous consent.

NATIONAL BUDGET REPORT

Victor Honig, Pacifica Treasurer, presented revised budgets for KPFA, KPFFK, WBAI and WPFW, broken down into the following categories:

- 1) non-people expenses
- 2) central services (levy)
- 3) debt reduction -long-term
 - employee
 - short-term expenses (rent, telephone, payroll, etc.)
 - people
- 4) total = proven revenue

* See figures in Resolution below

He noted that WPFW's proven revenue amount is their projected revenue from fund-raising in the coming months.

It was agreed that KPFA, KPFFK and WBAI will take on proportionate parts of any shortfall incurred by WPFW.

He presented the National Office Budget, noting that present figures reflect a \$15,000 reduction from the figures originally proposed.

* See figures in Resolution below

It was reiterated that all budgets are subject to regular (at least quarterly) review and revision, with such reviews to be conducted by the Treasurer, who will report to the Executive Committee. Local Advisory Board finance committees shall make recommendations to the Executive Committee, which shall be empowered to make appropriate changes in budgets according to revised station and National Office income and expenses.

NATIONAL BUDGET REPORT (cont.)

Victor would like to see extensive discussion on the question of what staff is actually needed to run a Pacifica station, given present goals and resources.

RESOLUTION - ANNUAL BUDGETS

RESOLVED, that the budgets for KPFA, KPFK, WBAI, WPFW and the National Office be accepted, revised as follows:

	<u>KPFA</u>	<u>KPFK</u>	<u>WBAI</u>	<u>WPFW</u>
Non-people	\$ 208,800	\$179,800	\$194,500	\$107,200
Central Services (levy)	90,000	86,000	87,000	6,700
Debt reduction	20,000	45,000	40,000	20,000
People	<u>241,000</u>	<u>189,400</u>	<u>182,500</u>	<u>40,000</u>
	<u>\$ 560,600</u>	<u>\$500,200</u>	<u>\$504,000</u>	<u>\$174,300</u>

National Office: \$368,788

m/s/c/ 8 for/0 against/5 abstain

RESOLUTION - ALTERNATIVE BANKING FACILITIES

The National Board, in response to numerous requests from a variety of sources inside and outside Pacifica, unanimously passed the following Resolution:

WHEREAS, Pacifica views the current racist and politically oppressive policies of the governments of South Africa and Chile as antithetical to Pacifica's founding precepts, and

WHEREAS, it recognizes the participation of its present banking facilities in substantial transactions with the South African and/or Chilean governments,

THEREFORE BE IT RESOLVED that the Pacifica Foundation, through its National Office, be directed to investigate alternative banking facilities for its operations and those of the local stations to those banks currently doing business with the countries of South Africa and/or Chile.

BE IT FURTHER RESOLVED that the National Office shall be charged with publicizing this National Board action through appropriate political organizations in the Pacifica signal areas.

m/s/c 12 for/0 against/0 abstain

KPFT - HOUSTON REPORT

Joel Kugelmass, Executive Director, outlined recent developments in Houston since the last National Board meeting: a new manager as of May 4, 1979, Judy LeRoy; dissolution of the Local Advisory Board; and a move away from broadcasting primarily NPR programming.

Main goals for the station between May 4 and August 1 included: renewed emphasis on fine arts, regional music and other music not

KPFT - HOUSTON REPORT (cont.)

otherwise available. The operating budget during this interim period, including public and private loans, totalled \$20,000, due in January 1980, with a possible extension to April 1980.

The Fall Marathon planned for October will not take place, due to lack of financial resources. The manager urged that the station be sold; after extensive discussion, the Administrative Council agreed that the goal should be to save the KPFT license (i.e., to continue broadcasting, at whatever level of operation). Options suggested include:

- 1) continued broadcast operation, with reduced hours and equipment - such action could mean loss of CPB qualification;
- 2) sale of the studio facility, with revenue to be used for loan repayments, completion of the NTIA transmitter project;
- 3) trading the Houston license for one in another major U.S. population center;
- 4) sale or lease of the KPFT real estate.

In order to facilitate immediate action on this matter, the National Board passed the following Resolution:

RESOLUTION - KPFT-HOUSTON

BE IT RESOLVED that the officers of the National Board appoint a committee, whose purpose it is to save the KPFT-Houston license, if possible, and to make its recommendations to the Executive Committee by the end of September, 1979.

BE IT FURTHER RESOLVED that the National Office shall allocate \$1,100 for committee expenses, to be covered by the National Office budget and repaid by KPFT, if possible, at a later date.

m/s/c 13 for/0 against/2 abstain

Should the committee recommend that the Houston license be saved, the National Office is asked to prepare a statement of Pacifica's purposes and goals for use in Houston to attract potential members to a newly constituted Local Advisory Board.

A series of recommendations by Will Lewis on the Houston situation, written six years ago, should be made available to the Committee as a basis for its investigation.

RECESS

PACIFICA IN THE 1980'S - VISIONS OF THE FUTURE

Elsa Knight Thompson - Speech

Elsa Knight Thompson, one of KPFA's earliest programmers and veteran broadcasters, recalled Lew Hill's vision for Pacifica, including his wish for "the best of everything: art, drama, and especially news and public affairs." Programming must reflect continuing standards of excellence, without succumbing to neutrality or lack of viewpoint. She expressed faith in the listening audience, whose intelligence, curiosity and desire for information must be continually nourished. Since its inception, Pacifica has sought to inform the community on as many subjects as possible; the "tools of citizenship" must be given to those people "capable of implementing that citizenship."

Elsa referred to volunteers in Pacifica as a combination of "slave and sacred cow." Because volunteers have always been an essential part of Pacifica's operation, station staff must encourage excellence in their selection of volunteers. Elsa pointed out that stations get the kind of volunteers their broadcasting encourages. Those in charge of programming do not have "the right to tell anyone what to say," but they do have "the right to judge whether or not he has said it."

She described Pacifica's loyal audience through the years as people with a "certain sense of responsibility for the society they lived in, and an avid curiosity for what was going on in the world." She emphasized that Pacifica must not allow Public Radio and the BBC and "all the other things that are polished and entertaining to wipe out the rough, diamond which is nonetheless an important jewel in the national consciousness of this country."

(See Appendix for complete text of speech)

PACIFICA IN THE 1980'S - VISIONS OF THE FUTURE (cont.)

Alan Snitow - Speech

Alan Snitow, KPFA News Director, introduced the proposal for a satellite-distributed national nightly newscast. He talked about the need for the newscast to be available to non-commercial community stations throughout the country and described the development of the National Federation of Community Broadcasters as an alternative entity and a direct challenge to both the commercial and non-commercial radio networks, especially in the area of providing a progressive arena for news and public affairs broadcasting. He defined the national newscast as a nightly half-hour program, distributed nationwide, which would allow stations around the country to broadcast high-quality information and public affairs material about daily events, including interpretation and analysis.

Three developments over the last few years provide the rationale for such a broadcast project. First, the 1980's will see a new era in broadcasting, where electronics and communications will become the focuses for investment, technical development (such as the forthcoming satellite system) and production. Second, distribution of the newscast will be facilitated by the recent rapid development of the NFCB, which has grown in the last seven years to an organization of over 40 stations nationwide. Such exposure can present a significant challenge to the establishment media. NFCB members know Pacifica's history and are familiar with Lew Hill's works and ideas; staffs are working to develop community radio in its truest sense. Third, Pacifica itself is already gaining recognition throughout the country -- in addition to receiving numerous awards for programming, Pacifica staff members are being sought after for positions within the establishment media. These standards of excellence provide further justification for the development of a Pacifica National Newscast.

A key concern related to the establishment of a national newscast is a primary commitment to local community needs. Each community

Alan Snitow - Speech (cont.)

served by local stations is actually a multiplicity of communities. We are entering a time of increasing debate over public policy and the country's political direction, and local stations can become arenas for discussion rather than weapons for propoganda. For example, the issue of deregulation in broadcasting must be publicly aired and discussed, rather than squelched by current FCC and congressional efforts.

Funding for the National Newscast project is currently being solicited, primarily from foundations, as well as from the labor movement. A five-year plan for funding is being developed, which includes listener-support from stations receiving the Newscast. A further and more fundamental source of long-term funding for the Newscast is based on the organization, growth and increasing power of the NFCB. The goal of those members now planning NFCB policy is to present a unified network to the Corporation for Public Broadcasting that will receive funds (i.e. Program Endowment Funds) otherwise designated primarily for NPR. Pacifica must support the growth of NFCB through its participation in policy-making and development of the organization.

(See Appendix for complete text of speech)

Discussion

Following the speeches, Pacifica Board members, station staff members and volunteers pursued a wide-ranging discussion which highlighted a number of ideas brought out by the speakers. The group focused on Pacifica in a number of ways: 1) as a network of individual stations, with each station responsible to a multiplicity of communities within its signal area; 2) as a long-standing national broadcast entity with definite responsibilities for future directions in the communications field; and 3) as one of a growing number of communications organizations, all of whom share financial challenges, management and leadership concerns, and social responsibilities as instruments of public information-sharing.

PACIFICA IN THE 1980'S - VISIONS OF THE FUTURE (cont.)

Discussion (cont.)

In order to reach a wider audience and establish roots to constituencies, Pacifica must aggressively reach out to members of local communities. The scope of Pacifica programming must cover the multiple groups represented in each broadcast area, whether informed or uninformed. As a community organization, its rolls must include representatives of the community as active local board members, station volunteers, programmers and program advisers, and subscribers. Truly effective community outreach must be deliberate, with an "intent to produce result." It is important for each station to investigate its own area, discover the topics most in need of discussion, and highlight them through programming. Racism and sexism can best be combated at a local level in all facets of Pacifica's work.

The widespread participation in local Pacifica entities raises two important points. Stations report that, on one hand, their impact on the community has increased when large numbers of volunteers have been involved in various aspects of station business. At the same time, a general change in attitude towards volunteerism has lately been fostered by the growth of feminism, as well as changes in the national economic system and the stations' social base, and the growth of unions at the stations. Pacifica must face the fact that it could not function without volunteers, but, given present circumstances, it must also guarantee that their time and energy is well spent at the station and in the community.

Pacifica station staff members must provide forums for discussion. Rather than producing "personality radio," where ego conflicts make for staff problems and bad radio, interviewers must strive to bring out what others have to say. The presence of an executive producer who oversees what goes on the air is needed to insure the quality of the final radio product. In essence, Pacifica has always been controlled by the people at the microphone, and there is a continuing need for a unified staff commitment to central Pacifica

Discussion (cont.)

ideals. At the same time, the broader base of station staffs in recent years points to exciting possibilities for a wider range of viewpoints being represented on the air. Both KPFA and WPFW see their stations as important outlets for Third World and minority groups, and KPFK and WBAI are working to improve this aspect of programming.

KPFA and KPFK have noted an improvement in all aspects of station operations due to recently strengthened administration and organization. Such changes are also being worked on at WBAI and WPFW, but the process is not as far along at the East coast stations.

Another important point for future discussion regarding station matters is the question of what staff is actually needed to run a Pacifica station. Given the current budget situation, how many people can a station realistically afford to have on the payroll?

Programming at the stations has seen a resurgence in several important areas. News and public affairs departments at several stations have noticeably improved in the past two years (KPFA, KPFK and WPFW), both in moment-to-moment events coverage and in retrospective programming. As one Board member remarked, without historical perspective it would be difficult to predict the past. Strong news and public affairs coverage is central to Pacifica's commitment to a democracy's need for freely circulating information, and Pacifica programming in general must continue to reflect a firm commitment to its original ideals and goals. Issues such as the anti-nuclear movement, feminism and problems of urban breakdown and rebuilding are stepping stones to political activism and examples of Pacifica's move away from the introspection of the 1970's. Program exchange among Pacifica stations through PPS is a growing trend and will result in opportunities for even greater programming coverage and variety.

The broadcast communities of all Pacifica stations have much in common, but characteristics of individual signal areas have

Discussion (cont.)

a unique approach to certain issues.

KPFA representatives see a move away from the anarchism of the 1970's, and they report that the city is not as progressive or even as "dangerous" as others still picture it. The Bay Area community has come to expect KPFA's survival as a respected institution, and this explains some lack of visible support in times of less than dire crisis. Coverage such as replays of Berkeley City Council meetings have provided citizens with strong "tools of citizenship," and they have been praised for their political awareness and insight. At the same time, some listener drop-out in past years has been due to the extremism of some commentators and the introspective "searching" of others, as well as the move away from classical music to more experimental, popular and ethnic offerings. On the other hand, recent fundraising drives have been coupled with an extensive 30-year retrospective and have garnered a tremendous renewal of support for KPFA.

KPFK is making a number of major administrative changes, and firmer organization of a smaller paid staff should soon show positive results. The new Afternoon Magazine format offers more programming variety and flexibility, as well as stronger broadcast control. Los Angeles is a gathering of many cultures, and KPFK is making strong attempts to reach out to the major ones in all aspects of station operations.

WBAI representatives see a return to a community focus from "personality radio" that corresponds to the New York public's renewed interest in promoting and improving urban life. After years of setbacks due to rampant unemployment and the breakdown of the educational system, the city is regaining a vision of community concern and participation, and WBAI is taking part through local advisory board activities, live news coverage, and community fundraising events.

The major task of WFW is to provide a double focus on its host city. Washington, D.C. is at once the capital and political focus

Discussion (cont.)

of the United States and a city with a 70% Black and Latino population, a "color community" sorely underrepresented by the local and national media. WPFW aims to provide a forum for community culture and public affairs coverage as well as coverage of the Washington political scene, and the station is heavily committed to community outreach and involvement.

The most pressing concern of Pacifica's national organization is the general poverty currently plaguing nearly every Pacifica entity. Even as a number of fundraising projects get underway, it is important to remember a number of points.

As Pacifica grows and gains exposure, it will become ever more vulnerable to influence and attack. All Pacifica groups need to maintain staunch independence in the face of outside financial pressures. It is well known that the upper income bracket is not littered with progressives, and the obvious alternative is to cast the net of appeals ever further into the community in order to raise more money. One board member raised the concern that, as Pacifica vies more and more for non-subscription monies (foundation grants, government funding, etc.), individuals within Pacifica may want to style the organization's direction to their own vision as leaders of particular factions. The resulting competition for leadership could endanger the concept of listener support as the main financial base and primary influence on Pacifica programming and community outreach. We are listener-support stations, and we must move to re-open our doors to the community, not close them in the face of increasing national organization and financial pressures.

The most important task of Pacifica is to give audiences the facts, to educate them so they can make intelligent decisions about the world around them. Omission is the most insidious form of censorship, and the "tools of citizenship" can only be fully used if people are exposed to all sides of the day's issues. People are concerned about world happenings, and community radio must respond.

Discussion (cont.)

The vision of Pacifica remains a commitment to the fight for peace and against injustice. If it is to remain a powerful instrument of social change, Pacifica must continue to offer both historical perspective (through retrospectives) and current news and opinions (through live news and public affairs coverage). Through cultural offerings it can help create a "society ripe for culture" (Thompson) and aware of the need to support artistic developments.

Pacifica must serve as a window to the future as well as a mirror of the past and present. As society moves from the retrogression and introspection of the 1970's, Pacifica is challenged to help provide a vision for the 1980's through increased emphasis on the cultural, social and political multiplicity of today's world.

Pacifica as an established communications entity must move away from its institutional conservatism. No longer "the only place in town to be heard," we must be aware of and cooperate with other community organizations involved with social change.

In general, there is a need to synthesize the original Pacifica vision reaffirmed by Elsa Knight Thompson with the national/international perspective and current technological and organizational developments outlined by Alan Snitow. The coming abandonment of broadcast requirements due to proposed FCC deregulation points to the need for community radio's even stronger commitment to news and public affairs coverage. The coming satellite system will facilitate such coverage, and money is available for projects such as the National Newscast. At the same time, the FM band is becoming crowded, and band space is gaining value on the national and international market. Current World Administrative Radio Conference (WARC) developments emphasize the growing power and influence of the Third World on broadcasting, and Pacifica must recognize and include those nations' concerns in its agenda for the 1980's and beyond.

Discussion (cont.)

The time is right for alternative broadcasting organizations such as Pacifica and the NFCB to present a substantial challenge to NPR in the push for CPB monies and foundation funds. Radio is coming back as a cultural, social and political force, and community radio will have increasing national significance in the decades to come. We are excited about the leadership possibilities offered to Pacifica as the founder of progressive community broadcasting and a moving force in the future of mass communications.

ELECTION OF DIRECTORS TO NATIONAL BOARD

Ying Lee Kelley from the KPFA Local Advisory Board and Julius Mel Reich from the KPFR Local Advisory Board were elected directors on the National Board by unanimous consent.

RECESS

COMMITTEE REPORTS

COMMUNICATIONS POLICY COMMITTEE

Peter Franck reported on recent activities of the Communications Policy Committee and submitted three resolutions to the Board for its consideration.

Pacifica participated in hearings on the Van Deerlin bill re: FCC Deregulation in June 1979 (see Printed Circuit, July 1979). Although that bill has been subsequently withdrawn, a new bill has been introduced by Senator Goldwater (S.622, Telecommunications Competition and Deregulation Act of 1979), which would deregulate many of the same areas as Van Deerlin's proposal. In order to make Pacifica's position against the bill known, the Pacifica Board adopted the following Resolution:

RESOLUTION - TELECOMMUNICATIONS COMPETITION AND DEREGULATION ACT OF 1979 (S.622, Goldwater)

WHEREAS the proposed Telecommunications Competition and Deregulation Act of 1979 (hereafter "S.622") would remove the requirement that broadcasting be carried out in the public interest, would make radio licenses of indefinite duration with no criteria for review, would remove from radio broadcast licensees the requirement that they carry news, public affairs, and local programming, and that they maintain program logs; and

WHEREAS S.622 would abolish requirements that licensees ascertain and attempt to meet the needs of their communities of service; and

WHEREAS S.622 would abolish the fairness doctrine (other than with respect to personal attacks) immediately in radio broadcasting and eventually in television broadcasting; and

WHEREAS S.622 would prohibit the regulation of broadcast advertising for the protection of children and consumers (other than cigarette advertising); and

WHEREAS the Pacifica Foundation is committed to being a part of a multi-faceted complete broadcasting system in the United States which serves the needs of all the people of the United States in their full diversity of age, class, sex, lifestyle and interest;

THEREFORE, Pacifica Foundation urges the Congress of the United States not to adopt S.622, and instructs the Communications Policy Committee to prepare a formal statement of position, and make the Foundation's position known to the Senators on the Senate Communications Sub-Committee, and to those Senators representing Pacifica's signal areas, and to take any other appropriate steps to make Pacifica's views known to concerned individuals and groups.

m/s/c 8 for/0 against/0 abstain

COMMUNICATIONS POLICY COMMITTEE (cont.)

Further, in order for the Communications Policy Committee to present Pacifica's position on the current FCC proposal, the Board approved the following Enabling Resolution:

RESOLUTION - FCC RADIO DE-REGULATION PROCEEDING

WHEREAS the FCC has asked for comment on the proposal it has issued to deregulate radio; and

WHEREAS the FCC has proposed to limit the opportunity to challenge license renewals or transfers on the basis of a licensee's public service performance; and

WHEREAS the Pacifica Foundation is committed to being a part of a broadcast community which serves all of the varied needs of the people of the United States;

THEREFORE the Pacifica Foundation resolves that the proposed elimination of radio's obligation to serve the public interest and the Commission's proposal to divest itself of the means to enforce that obligation is an abrogation of the Commission's responsibility to protect the public interest, and will tend to lead to a radio spectrum which is more homogenous, more commercial and which serves a narrower part of the population.

The Communications Policy Committee, working with FCC Counsel, is instructed to prepare comments on behalf of the Foundation in this proceeding, and, with the assistance of the National Office, to disseminate Pacifica's position to the broadcast and public interest communities.

m/s/c 14 for/0 against/0 abstain

It was noted that the public is not being well informed of potential changes in broadcasting due to the proposed Deregulation actions, and it was recommended that Pacifica bring the Deregulation issues to public attention by developing programs on this subject: informational programs, town meeting forums, etc. The Committee noted the growth of a Media Reform community, particularly in Washington, D.C., and suggested that Pacifica co-sponsor a conference, possibly to coincide with the next Board meeting, which would bring together various media groups interested in discussing future directions for non-commercial broadcasting in light of the current FCC Deregulation proposals. Several other conferences were mentioned: a First Amendment Conference in January 1980, and a conference to teach media people how to use political issues to best advantage.

Peter noted the upcoming World Administrative Radio Conference in Geneva, Switzerland, and submitted the following policy Resolution to the National Board:

RESOLUTION - THIRD WORLD AND USER ACCESS TO ADVANCED COMMUNICATION TECHNOLOGIES

WHEREAS the World Administrative Radio Conference (WARC), which

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RESOLUTION - THIRD WORLD AND USER ACCESS TO ADVANCED COMMUNICATION TECHNOLOGIES (cont.)

convenes in Geneva, Switzerland, this month, will substantially determine how the electronic spectrum will be used by the nations of the world for all forms of electronic communication over the next two decades; and

WHEREAS the electronic spectrum and satellite orbital slots are a limited and scarce resource; and

WHEREAS the control and domination of this limited resource by the industrialized nations and/or the major multi-national corporations will effectively prevent the developing nations of the Third World from creating and controlling their own communications and broadcast technology; and

WHEREAS current technological developments make economically available communications technologies suitable to the needs of smaller countries, private organizations, and consumers; and

WHEREAS the Pacifica Foundation is committed, in the words of its Articles of Incorporation, to support:

"...any activity that shall contribute to a lasting understanding between nations and individuals of all nations, races, creeds, and colors; to gather and disseminate information on the causes of conflict between any and all such groups; and...to promote the study of political and economic problems and the causes of religious, philosophical and racial antagonisms (...and) to promote full distribution of public information;"

THEREFORE, Pacifica Foundation urges that the United States delegation to the WARC commit itself to policies:

- (1) which will insure the reservation of appropriate frequencies and satellite orbital slots to the future needs of the developing nations of the Third World; and
- (2) which will insure the continued and enhanced development of communication technologies appropriate for developing nations; and
- (3) which will insure the continued and enhanced development of user oriented communication technologies throughout the world.

m/s/c 17 for/0 against/0 abstain

It was noted that WARC delegates will be taking part in conferences throughout the country during the two-year WARC conference, and it was suggested that Pacifica representatives arrange to meet with delegates and inform them of Pacifica's policies on WARC issues. Peter Franck reported that an independent video group plans to cover the WARC Conference and would like Pacifica to handle the audio feeds for that coverage. In addition to the WARC gathering in Geneva, a Western Hemisphere Conference will be held two years from now.

COMMUNICATIONS POLICY COMMITTEE (cont.)

In order for Pacifica to continue its concern for and increase its participation in the development of radio technology and training of radio personnel in Third World countries, the following Resolution was submitted to and approved by the National Board:

RESOLUTION - TRAINING OF THIRD WORLD BROADCASTERS

WHEREAS there is a pressing need in the developing countries of the Third World for people trained with equipment and broadcasting techniques comparable to those which they will be using in their countries; and

WHEREAS much of the training afforded to Third World people by the communications industry in the United States focuses on high technology equipment which will not be available in the developing nations for many years; and

WHEREAS national and international organizations now fund training programs for Third World broadcasters;

THEREFORE it is resolved that the Foundation and the stations will explore from such sources grants to fund training programs within the Pacifica stations (and in related facilities, such as Western Public Radio) for broadcasters from Third World countries. The National Office is requested to initiate this exploration in consultation with the Communications Policy Committee.

m/s/c 17 for/U against/0 abstain

Funding for the Communications Policy Committee's activities has been previously provided for by the National Office budget. Although this budget item was cut from the proposed National Office budget for 1979-80, reallocation of such funds is possible.

Peter Franck announced a series of "Participation Workshops" currently being offered by the FCC and urged attendance by interested Board members and station personnel.

AFFIRMATIVE ACTION COMMITTEE

Peter Tagger reported that no further actions had been taken by the Affirmative Action Committee after the Spring 1979 Board meeting, and he mandated the following action by the National Office:

MANDATE - AFFIRMATIVE ACTION COMMITTEE

The President of Pacifica hereby mandates the National Office to organize a meeting of the Affirmative Action Committee, to be held before the end of 1979, with time and place of the meeting to coincide, if possible, with other meetings involving those Pacifica representatives on the Affirmative Action Committee.

AFFIRMATIVE ACTION COMMITTEE (cont.)

Although Pacifica is continuing its Affirmative Action efforts in all aspects of the organization, i.e., personnel hiring, programming and community outreach and participation, it was noted that, in fact, the National Board still suffers from under-representation by minority communities, especially the Hispanic/Latin populations, and the following series of actions was recommended:

RESOLUTION - LATIN/HISPANIC PARTICIPATION IN PACIFICA

WHEREAS, Pacifica recognizes the need for increased participation and representation in all aspects of Pacifica by the Hispanic/Latin community to correspond with the growing Hispanic/Latin populations and potential audiences in its signal areas,

THEREFORE BE IT RESOLVED that current levels of such participation and representation within Pacifica shall be assessed by the Affirmative Action Committee. Further, the Committee's findings shall be relayed to the Executive Committee.

BE IT FURTHER RESOLVED that the Executive Committee shall consider the Affirmative Action Committee's findings, and, if the Committee deems such action appropriate, shall place an appropriate resolution on the agenda of the next Pacifica National Board Meeting, which may include inviting to the National Board Meeting persons from the Hispanic/Latin communities of our signal areas active with the local Pacifica stations.

m/s/c 17 for/0 against/0 abstain

EXECUTIVE DIRECTOR'S REPORT - JOEL KUGELMASS

Joel Kugelmass presented his report and the discussion to follow as what he hoped to be the beginning of a continuing dialogue within Pacifica regarding the relationship between the Pacifica Foundation and its operating divisions. Issues to be covered included collectivization vs. individual efforts; Foundation-wide policy-making; definitions of roles and functions for the Executive Director and National Office, managers, administrative council, station staffs, and the National Board; affirmative action; future administrative and development directions and goals for the Foundation.

A number of factors point up the need for such a discussion. The Articles of Incorporation represent a mandate for everyone to implement Pacifica policies. Pacifica must serve the one out of every five Americans who live within Pacifica's signal, and it can continue to make significant contributions to social change. To do so, however, solutions to technical problems and handling of daily administrative tasks must make sense in terms of Pacifica's goals and policy as seen by a consensus of Pacifica participants. At the same time, a balance must be found between concentration on administration and development if the organization is to flourish.

Discussion of these issues will benefit the Foundation in many ways. A consensus on policy and administrative questions will encourage a consistency of practice and will lead to more collective-functioning throughout the organization. Economies of scale such as group purchases of materials and collection of programs by PPS for distribution can thus be facilitated. There is a great need to expand communication channels between the National Office and the stations. The National Office is or can be a headquarters for financial records, historical data and information regarding funding such as grant availability, and legal and regulatory considerations. In addition, although the

EXECUTIVE DIRECTOR'S REPORT (cont.)

National Office is not a radio station, it can, along with stations, develop program projects and apply for grants to fund such projects. At the same time, the National Office staff, managers and department heads can, with such increased communication, plan and implement joint programming projects, share information and materials, and, in general, develop a sense of unity throughout Pacifica.

Joel summarized current activities of the National Office in the areas of administration and development. The principal administrative task has been to create centralized structures for the fiscal management and listener sponsorship systems. The fiscal system has now been set up, and an accounting manual has been designed and distributed to explain procedures for the system's implementation. Several points were emphasized: accrued wages, non-people expenses and debt reductions shall be paid; orderly accounting reports will be required for at least quarterly review; and, most importantly, balanced budgets as approved by the National Board and possibly adjusted by the Treasurer, the Executive Director, and the Executive Committee shall be enforced. A Foundation-wide audit will be performed this year (see report by Victor Honig and Mike Krycler), and this review should help answer the question of whether the present fiscal system accurately reflects the people needs for the stations. A new, nationally-organized subscription system is currently being tested and will be implemented in mid-Fall 1979, with headquarters in Santa Barbara, California.

Several other administrative concerns are still in need of discussion and action. Guidelines for managers' functionings and methods for efficient evaluation of their performance need to be written. Also, increasing national distribution of Pacifica programs now necessitates discussion of such issues as producers' rights, royalties and compensation.

The expectation of the National Office becoming self-supporting (through operations grants, PPS income, etc.) has not proven feasible, but Joel reported that the National Office is cooperating with

EXECUTIVE DIRECTOR'S REPORT (cont.)

stations on a number of development activities in the area of programming. National recognition of KPFA's Civil Liberties Radio Project and the need to deepen Pacifica's relationship with that social movement has encouraged the Foundation to cooperate with the ACLU in seeking \$200,000 from the NEH for a series of programs dealing with the Bill of Rights. Because production facilities for that series and others like it are not available at KPFA on a continuing basis, Pacifica is moving to establish a partnership with Western Public Radio in setting up a facility at Fort Mason in San Francisco for production training and the housing of a News Bureau (to include production of the KPFA Evening News). Joel mentioned a new organization, Audio Independents, and emphasized that members of this organization (many of whom are or have been with Pacifica) are advanced producers who need facilities such as the proposed center for their work.

In 1978 Pacifica approached Ralph Nader's national organization with the possibility of cooperating on consumer affairs and education programs, and negotiations for such a project are continuing.

Children's programming is the subject of a grant through KPFA which is currently being considered for funding by the NEA. The National Board will be informed of developments on these and other projects as they happen.

Other development activities include two capitalization projects. Funding is currently being sought for consolidation and expansion of the National Office, PPS and KPFA facilities. Also, an equipment grant for PPS and the Washington Bureau will be submitted, possibly in the form of a match grant of \$25-50,000. Suggestions for funding sources are welcomed by the National Office.

Joel would like to see the development of a cohesive group of

EXECUTIVE DIRECTOR'S REPORT (cont.)

people to lead and guide Pacifica in the 1980's. This group would be made up of the Executive Director, the National Board Chairperson, the Treasurer and the station managers. It would serve as the starting point for truly cooperative efforts and improved communication within the organization: between the stations and the National Office, among the department heads at all Pacifica stations, and between the National Board and Pacifica national and local staff members. An all-Pacifica conference should be planned. The event would last 3-4 days and would involve all staff, volunteers, local and national Board members. The issues raised during the present Board meeting could provide an ideal starting point for discussions about Pacifica's directions for the 1980's. Such a conference would probably cost \$30-40,000, and funding for such a gathering should be explored in the near future.

Affirmative Action continues to be an area of concern in Pacifica. The current search for a new Controller is an example of the need to provide equal employment opportunities within the Foundation. The current salary for this position (\$18,000) presents an obvious problem in finding qualified applicants, and Joel asked for suggestion for raising money to supplement such salary offers.

DISCUSSION

The ensuing discussion covered several areas. The Foundation's commitment to Affirmative Action was discussed, both in terms of its theoretical position and its past, current and future actions in that realm.

In addition, Board and staff members offered a number of suggestions for defining the various entities and staff positions of Pacifica: the Executive Director and the National Office; station managers, department heads and station staffs; the National Board; and

DISCUSSION (cont.)

the Administrative Council. The discussion also covered relationships among these groups and individuals.

Affirmative Action

"Affirmative Action" firmly implies an "intent to produce result." Deliberate action must be taken in hiring staff, producing and supporting representative programming and reaching out to community groups and skilled individuals, both within the signal areas of each station and on a national basis. At the same time, there is a definite difference between arbitrary "slot-filling" and the deliberate yet organic development of a multi-age, -sex, -race and -cultural organization. Factionalism and territoriality at stations and on local advisory boards have proven detrimental to Affirmative Action efforts, and all Pacifica entities must recognize and deal openly with such potential splits as soon as they become apparent.

Roles of Pacifica Entities and Individuals

1. National Office and Executive Director

The Foundation's National Office and chief executive officer must emphasize both policy and administration. Providing full administrative support and guidance is essential if station managers and staff are to work at top efficiency and fullest creative capacities. The visionaries who create the programs for which Pacifica is noted must be backed by a smoothly-functioning organization.

According to a number of station representatives, the bottom line for the Executive Director and the National Office must be immediate attention to such administrative concerns as job descriptions, accounting procedures, license renewal and other legal and regulatory procedures, ascertainment, and various interpretations of official legal policy. In addition, political questions relating to administrative problems and structure must be discussed regularly.

The Executive Director's position was originally conceived (but

DISCUSSION (cont.)

never precisely defined) as a combination of administrative duties and development/fundraising work. The present Executive Director functions as an administrative technician, as an implementer and facilitator of communication among stations, as a contact person for development projects, and as a general mediator between various groups and individuals inside and outside the organization. It was agreed that further discussion is needed to determine which of those functions must now take priority, given current and future developments within Pacifica.

2. Station Managers and Stations

All station managers present agreed that their managerial roles call for a different kind of creativity than that needed for program production. Moving into management has meant giving up the "glamor" of on-air and hands-on production work, but they feel that their creativity is expressed by their handling of administrative areas such as staff guidance, facilitation of everyday details, mediation between and among staff and community members, recognition and full use of staff and community resources, and long-range policy-making re: programming, staff hiring and station responsiveness to the surrounding community. In effect, each manager has even more responsibility for the functioning of his/her station than the Executive Director.

It was noted that, although the managers have not heretofore functioned as a cohesive group, they nevertheless have similar agendas for their stations and for the directions of the Foundation as a whole. Establishing continuing communication among managers will surely lead to department head coordination, cooperation on development and programming projects, and increased consistency of purpose and policy throughout the organization. It was also noted that increasingly efficient management at KPFA recently has greatly increased the station's level of success and community support. This recent turnaround is most likely due, in large part, to the fact that KPFA management is made up of many individuals who have

DISCUSSION (cont.)

participated in nearly every aspect of its functioning and who have the historical perspective, programming experience and administrative knowledge to guide the day-to-day activities of the station.

Pacifica stations must be the primary creative forces in the Foundation. Discussion is needed on the question of to what extent a staff should simply support administration policies and how much it must initiate and direct within the organization.

3. Administrative Council

At present, the Administrative Council spends too much time on individual administrative matters and not enough energy on larger policy questions, and this is because not enough attention has yet been paid to such details. When administrative problems have been fully handled, the group will then be able to concentrate on making the many policy decisions upon which Pacifica must depend. For example, the Administrative Council could make collective decisions on such matters as development projects (as currently happens in public television). In general, it must become a cohesive group that can lead and guide the rest of Pacifica.

4. National Board

The National Board must join with the National Office in providing station staffs and individuals with an efficient, functioning organization which will support and encourage creative programming throughout the system. Specifically, the National Board can address itself to such non-technical questions as Pacifica policy on corporate underwriting, as well as a functional definition and description of the truly multi-cultural organization the Pacifica Foundation must strive to become.

ELECTION OF MEMBERS TO EXECUTIVE COMMITTEE

Doreen Aberson, newly elected National Board Director from the KPFK Local Advisory Board, and David Lampel, National Board Director from the WBAI Local Advisory Board, were elected to serve on the Executive Committee, which now stands as follows:

Jack O'Dell	Greg Lewis
Peter Tagger	Doreen Aberson
Victor Honig	David Lampel
Peter Franck	

RESOLUTION - MANAGERS' ATTENDANCE AT NATIONAL BOARD MEETINGS

As a result of extensive discussion during the Executive Session, the following Resolution was passed by the National Board:

BE IT RESOLVED that the Pacifica National Board states that Pacifica station managers shall be required to be in attendance at all open sessions of Pacifica National Board meetings, and at Executive sessions if they have been invited.

m/s/c 13 for/1 against/3 abstain

PACIFICA AUDIT

Victor Honig and Mike Krycler reported on the current status of a proposed Pacifica-wide audit. As of September 15, the National Office had held preliminary discussions with the firm of Laventhol and Horwath, but no ceiling price for the audit had been set. Victor emphasized the necessity of a Pacifica-wide audit in the very near future, in order to comply with FCC regulations and for the purpose of soliciting government and foundation grants.

Mike outlined what financial information is currently housed at the National Office: station income, payroll and grant information. He noted that stations need to provide an orderly accounting of Accounts Payable and station bank accounts for the auditors. The auditors will be visiting each station to view the facilities and equipment, and they will provide the National Office with a specific list of what information is needed from the stations. He emphasized that the auditors will not start until the Foundation entities are ready for them.

The Board expressed the desire for further research into certain aspects of the audit and passed the following Resolution:

RESOLUTION - PACIFICA AUDIT

WHEREAS, the National Office of the Pacifica Foundation has conducted inquiries regarding a Pacifica-wide audit by the firm of Laventhol and Horwath, and

WHEREAS, estimates/a ceiling price for such services have not yet been determined,

THEREFORE BE IT RESOLVED that the responsibility for further

RESOLUTION - PACIFICA AUDIT (cont.)

THEREFORE BE IT RESOLVED that the responsibility for further exploration regarding proposed services and price estimates, including ceiling price, from Laventhol and Horwath and other accounting firms, shall be delegated to the Executive Committee.

m/s/c 18 for/0 against/0 abstain

RESOLUTION - NATIONAL NEWSCAST

Alan Snitow referred to his remarks about the Pacifica Foundation's plans for a National Newscast, as well as his written comments included in the National Board packet, and submitted the following Resolution to the National Board:

BE IT RESOLVED that the Pacifica National Board views the rapid development of a Pacifica National Newscast as a top priority for the Foundation as a whole and urges the cooperation and assistance of local stations and all associated with the Pacifica Foundation in the successful conclusion of this organizing project by the June 1, 1980 target date for the first satellite broadcast of the Pacifica Evening News.

m/s/c 17 for/0 against/0 abstain

RESIGNATION - PACIFICA CONTROLLER

The National Board noted the departure in November 1979 of Mike Krycler, Pacifica Controller, and passed the following Resolution:

BE IT RESOLVED that the National Board accepts Mike Krycler's resignation as Pacifica Controller and thanks him for his two years of hard work and dedication to the Pacifica Foundation.

Unanimous Approval

CONCLUSION OF TERMS - NATIONAL BOARD DIRECTORS

Kenneth Jenkins and Ralph Engelman, having served on the Pacifica National Board for six years, end their terms as Board members as of December 1979. The Board thanked them for their to Pacifica Foundation with the following Resolution:

BE IT RESOLVED that the National Board thanks Kenneth Jenkins and Ralph Engelman for their many years of service to the Pacifica Foundation as National Board directors during the past six years.

Unanimous Approval

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NEXT MEETING OF PACIFICA NATIONAL BOARD

BE IT RESOLVED that the next Pacifica National Board meeting shall be held on February 2-3, 1980 in New York City.

m/s/c 13 for/1 against/2 abstain

The meeting was adjourned at 7:00 p.m.

Respectfully submitted,

Vicki Kirsch
Secretary

November 30, 1979