AN INTRODUCTION TO GOVERNANCE AND MANAGEMENT

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Decisions by Board

• Most boards don’t want to spend that much time on everyday decisions.
• They lose track of what is happening day to day at the station.
• What if there is a disagreement among board members? How is the final decision made?
• Staff doesn’t know who to listen to.
• Lack of checks and balances.
Decisions by Board ExCom

• A bit better than the full board, but there is still a lack of checks and balances.

Decisions by members

• Whoa, chaos, don’t even try to do this. Picture this method in your mind. You see why I call it chaos.

• It will take forever to get a decision.

• Almost impossible to get day to day management.

• Lack of checks and balances.
Station Management by Committee

- Only slightly better than decisions by members.
- Still there is no one where the buck stops.
- Lack of checks and balances

**Programmer Self-Governing**

- KBOO in Portland tried this for awhile. There wasn’t self-governing going on – it was “do whatever you want to do”.
**Decision-Making by Collective**

- Collective (self management); things don’t get done.
- Only plusses were for the ones making the decisions for themselves.
- Not good on checks and balances.

**Co-Station Managers**

- I thought he did it; I thought she did it.
- Things fall through the cracks.
Benevolent Dictatorship

• Single decision-maker – top down.
• It works if the dictator is actually benevolent, but even so, there will be a lot of grumbling and dissatisfaction.
Single Station Manager

- Board, staff, volunteers and members do not get involved in day to day management of the station.

The Board does has the final say about the direction of the station. It also keeps track of finances and the manager’s behavior. The Board makes policies and a strategic plan.

Good checks and balances.
Programming Policy/Decision-Making

• Full Circle: Some stations have started with a Program Director, then tried a Programming Committee, then back to a single Program Director.

• WCOM (Carrboro NC) has a programming committee

• WORT used a Programming Committee model. Frustrating, No Buck Stops Here person.

• The wise GM/PD or Programming Committee involves as many affected persons as is reasonable, but the final decision has to be made by either the Program Director or the Programming Committee.
Strike a Balance

• Leadership Team with volunteers, staff
• GM/PD work to build buy-in
• The GM/PD makes the final call
• GM/PD Sees that the changes are implemented
Considerations to Incorporate into any Structure You Choose:

• How does this fulfill our mission?
• How does it serve our listeners?
• How could we do so better?
• The wise GM/PD or Programming Committee listens to its stakeholders
• Use actual data to inform program schedule decisions
• There should be periodic reviews of programmers and shows. It’s not your show or your time slot forever. Show us why we should keep you in the schedule.
Policies Are Used to Make Fair Decisions

• If there is a programmer or other volunteer who is violating a station policy, whatever your policy says, you must follow it.
• Let’s say one employee is allowed to operate outside of Policy – How will the rest respond?
• If sued by fired staff, the Personnel Policy would protect the station.
What Should be in Your Policy Handbook

- Copies of federal regulations
- Programmers’ signed Agreements
- PSA/Calendar Policy
- Membership list sharing policy
- Non Discrimination Policy
- Underwriting Policy
- Conflict of Interest
- Whistle Blowing
- Editorial Policy
- General Standards of Conduct for Directors and Officers
- Bank Accounts
- Expenditure of Corporate Funds
- Financial Commitments
- Line of credit authorization
- Signatures on bank loans and checks
- Gift Management
- And, even more....
PERSONNEL POLICY EXAMPLES

• Equal Opportunity Employment
• Types of Employment
• Compensation
• Hours of Work
• Employee Benefits
• Leaves
• Employment outside the Organization
• Nepotism
• Employee Expense Reimbursement
• Continuing Education
• Disciplinary Procedure
• Termination of Employment
• Grievance Procedure
• Smoking Policy
• Alcohol and Drugs
• Records
• Safety
• Telephone Policy
• Information Security
• More....
RESOURCES

- CMAP’s Website: www.c-map.org
- http://www.prometheusradio.org/governance
- https://wavefarm.org/wgxc/volunteer