



# 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.c-map.org)
- <http://www.prometheusradio.org/governance>
- [http://www.prometheusradio.org/sites/default/files/W\\_SLR\\_Station\\_Governance\\_Handbook.pdf](http://www.prometheusradio.org/sites/default/files/W_SLR_Station_Governance_Handbook.pdf)
- <https://radioboise.us/wp-content/uploads/2014/09/BCRVolunteerProgrammerAgreement-2014-Rev10.pdf>
- [http://kwmr.org/wp-content/uploads/2015/05/KWMR\\_VolunteerAgreement\\_06-30-14.pdf](http://kwmr.org/wp-content/uploads/2015/05/KWMR_VolunteerAgreement_06-30-14.pdf)
- <https://wavefarm.org/wgxc/volunteer>

