

PACIFICA FOUNDATION
2207 Shattuck Avenue
Berkeley, Calif. 94704

M I N U T E S

Board of Directors
Special Meeting, Saturday and Sunday
February 19 and 20, 1966
KPFK Studio D, North Hollywood, Calif.

MINUTES OF THE BOARD OF DIRECTORS OF PACIFICA FOUNDATION: Special meeting held Saturday and Sunday February 19 and 20, 1966 in Studio D at Pacifica Radio station KPFK located at 3729 Cahuenga Blvd., North Hollywood, California, pursuant to call and notice as provided in the By-laws.

PRESENT: Cooney, Elson (Secretary), Fielder (entered the meeting at noon on Saturday), Hoffman (President), Hurwich (Treasurer), Saltman, Smith (Chairman), Wyle.

Absent: Agnew, Boughton, Fischer, Goodman, Gumpertz, Klein, Merryman, Simon, Taylor.

Staff Present: Station Managers Partridge of KPFA-KPFB, Albertson of WBAI and Adler of KPFK. Hopkins.

Minutes of the preceding meetings were approved as distributed.

BD 148
SAVINGS ACCOUNT
for KPFK
SECURITY DEPOSIT

Chairman Smith stated he has deposited with the Brentwood Savings and Loan Association the sum of \$100 in the name of Pacifica Foundation DBA KPFK as a security deposit to enable KPFK to acquire a Seller's Permit with the California Board of equalization.

MSR: to approve, in the usual form required by Brentwood Savings and Loan Association, the opening of said account and authorize withdrawals by any one of the following officers of Pacifica Foundation: Chairman, President, Vice President, Secretary, or Treasurer.

BD 149
EXECUTIVE
COMMITTEE

MSR: The Executive Committee for the ensuing year shall consist of Lloyd Smith, Chairman (ex officio); Hallock Hoffman, President (ex officio); Henry Elson, Secretary; Rudy Hurwich, Treasurer; and Dr. Gordon Agnew, with Marie Fielder alternate when Dr. Agnew is abroad.

BD 150
BY-LAW
AMENDMENTS

MSR: to amend the By-laws of this Corporation by adding the following as By-law:

ARTICLE THREE, Section 4. LIMITATION OF TERMS: Subject to the two exceptions hereinafter noted in this Section 4, after any person has served as a Director for two consecutive three-year terms, such person shall not be eligible for further service as a Director until one year has elapsed after the termination of such second consecutive three-year term; provided, however, that:

Any person who is serving as Director on the date when this By-law is adopted shall be eligible for further service as a Director until he has served as a Director for two consecutive three-year terms commencing on or after the date of the next annual meeting of the Corporation held after the date when this By-law is adopted; and then such person shall not be eligible for further service as a

Director until one year has elapsed after the termination of such second consecutive three-year term commencing on or after the date of the next Annual meeting of the Corporation held after the date when this By-law is adopted; and

Nothing herein expressed shall limit the eligibility of any person to serve as a Director during the period when such person is also serving as the duly elected President of the Corporation.

MSR: to amend the By-laws by deleting the existing By-law Article IV, Section 1 and substituting the following:

ARTICLE IV, Section 1. TIME AND PLACE OF MEETINGS: Meetings of the Board of Directors shall be held on the third Saturday in February, May, September and November at Berkeley, California or such other place within or without the State of California as the Board of Directors may decide. The meeting held in November shall be designated as the Annual Meeting of the Corporation.

MSR: to amend the By-laws by adopting the following as By-law:

ARTICLE IV, Section 6. ACTION BY UNANIMOUS WRITTEN CONSENT: Any action required or permitted to be taken by the Board of Directors may be taken without a meeting, if all members of the Board shall individually or collectively consent in writing to such action. Such written consent shall have the same force and effect as a unanimous vote of such Directors.

The By-law proposal to limit unexcused absences to two in place of the present three did not pass.

BD 151
ABSENCES
EXCUSED

MSR: that absences of Directors up to and including the meeting of November 1965 be excused.

The Board discussed the need and prospects for closer integration with the Directors from New York. It was the sense of the meeting that one meeting per year should be held in New York, that the President should choose the date to achieve maximum attendance, and that an effort be made to hold the May meeting in New York.

BD 152
GENERAL
SUBSCRIPTION
PLAN

The President described briefly the General Subscription Plan which has been made possible by a generous grant from the Claremore Foundation and which is in different stages of development now at all three stations. WBAI is receiving the first materials under the Plan. The Plan puts into effect the few ways we know from experience will bring subscription renewals.

The discussion of the Plan pointed clearly to the need for ways of sounding new lists and getting new subscribers. Mr. Wyle made several suggestions. Mr. Wyle, Mr. Hoffman and Mr. Cooney will meet to work on a specific program, enlisting the help they need from other Directors and outside professionals. This program aims to reach a) people who now listen but do not subscribe and b) people who are neither listeners nor subscribers now.

In connection with implementing the General Plan Mr. Cooney is studying alternative methods of information control.

There was a lengthy discussion, initiated by the Manager and Directors from the Bay Area, about the use of the term Associate to designate subscribers who give more than the basic subscription. Mr. Hoffman stated that there seemed to be agreement that Pacifica stations should not appear to weigh caring by the amount of money given, but many people can afford to give more money and we hope to treat them in ways that will encourage them to give more money. The issue discussed was seen as lesser than stated because in Berkeley it became entangled with issues about adequate prior discussions with staff.

Lunch took place in the course of the above discussion. Marie Fielder entered the meeting during the discussion.

BD 153
DEVELOPMENT

The Board heard reports of sales of the "FSM" record produced in Berkeley, the "Annual Annual" produced at KPFK and the "Land of Green Ginger" record. Productions which have charisma at one station may have none or even cause irritation at another. Sales of the "Land of Green Ginger" have paid for the cost of the supply of records and extra jackets, a modest success.

All Board members are supposed to have received these three productions and other materials produced by the stations.

Pacifica has entered into an agreement with Gersten Bros., Inc. who are about to bring out a record called "Voices of Policy and Protest," using Pacifica tapes. They wish to follow this record with one on "Sounds of Vietnam." Gersten Bros. propose to assist in sending Dale Minor of WBAI to Vietnam to collect material. The Board understands that Dale Minor would be sending tapes for broadcast which Pacifica stations will want. As a matter of principle Pacifica would not send a staff person to make tapes for the sole purpose of making a record. It was agreed that the President will consult with the Executive Committee about any future records produced by Gersten Bros.

The possibility of using the educational material in the Pacifica archives to produce some kind of catalog and tape service to libraries and colleges was discussed. However, this did not appear to be a means of increasing income.

The Board discussed grants as a means of raising funds. Mr. Elson recalled that he has heard successive Presidents say they had spent much time seeking grants which in general did not pay off for the time required and suggested we would do well to listen to this experience.

The President reported that the Pantheon-Pacifica publication, "The Exacting Ear," will be in the reviewer's hands by May and in the trade by June in hard covers at \$6.95.

The meeting recessed at 4:00 p.m. to reassemble the following day, February 20 at 9:00 a.m. All of the Directors and staff present on the 19th were present again on the 20th.

BD 154
STATION
REPORTS

KPFK, Bob Adler, Mgr.: Mr. Adler reported on the "Radio Stateside" incident and was commended for his handling of it. He reported on the staff problem arising from an unauthorized

gathering in the studios during which inappropriate statements were broadcast. The Board considered the KPFK Budget with Mr. Adler. It was recognized that the stations aim to break-even, but are not able to set aside money on a decreased valuation basis for the purchase of new equipment. Mr. Wyle thought that the Municipal plan of depreciation of equipment at the time of purchase was more realistic for the stations.

Following recognition that each of the stations has lost approximately one thousand subscribers in the past year there was extended discussion of promotion methods. Mr. Hoffman said that the best response in the form of new subscriptions has come from lists which are Pacifica-minded people. Response to advertising has not been productive either locally or through keyed national advertising. Publicity has not been productive--WBAI listings in the New York Times are more numerous than for any other station, including the Times own WQXR. We have not found out how to let people know what their connection with with enterprise is.

The KPFK budget was accepted with the proviso that it be maintained on a quarterly basis and that the station stay within income, even if this means reduction of staff.

Mr. Adler stated that KPFK expects to move the Folio mailing from Berkeley to KPFK within a few weeks and expects this to improve special promotion work. During the discussion of the possibility of volunteer help in getting out the mailing the criticism was made that we tend to think of staff in terms of their ability to perform certain jobs, forgetting to evaluate their ability to attract and hold volunteers.

WBAI, Chris Albertson, Mgr.: Mr. Albertson said he is keenly aware of the problems resulting from staff reductions and said that in his observation the stations are remembered for their great programs, such as the Mississippi series, the FSM programs, and "Live and Let Live." There are good programs still, but not the exciting programs that he feels the stations should be doing. The archives have helped, but other network and radio stations are of limited help.

The financial/staff/Board problems in New York brought further discussion of the need to integrate the New York Directors into the single Pacifica Board. Mr. Cooney suggested that a conference line at the time of a Board meeting might be worthwhile. Directors who may be traveling East were requested to notify Mr. Albertson so that all possible efforts may be made for meetings with New York Directors.

Mr. Hoffman said he sees the problems in New York and elsewhere as only partly monetary, important as money is. They are also a matter of turning our backs on crisis to the extent that we can put out procedures in order, as by better program integration. Alternative solutions for New York were discussed--the possibility of exchanging the commercial channel for an educational channel plus cash; the possibility of operating studios in Eastern cities for producing programs without broadcasting (a suggestion which would reduce our national significance).

Mr. Albertson said he wished the Board to know that he would resign rather than be defended if the President and Board no longer have confidence in him.

The WBAI budget was postponed for later consideration.

KPFA, Al Partridge, Manager: Mr. Partridge said that at KPFA there has been extensive discussion of questions of centralization and the relationship of Pacifica to the Center. By April 30 negotiations will be underway on the Union contract renewal. Mr. Partridge expressed satisfaction with his staff and hoped that financial stress would not make it necessary to disturb the present balance.

The Board asked that in the future the Managers include a statement showing how they propose to raise the quarterly budget they present. The Board accepted the KPFA budget with encouragement to stick to it. Mr. Partridge was commended for his management in guiding the station through the difficult situation he found on his arrival.

ED 155

PROGRAM
INTEGRATION

Mr. Hoffman initiated the discussion of ways to improve program integration among the stations by discussing several studies of past interstation program use. Two procedures already in use are the program offer sheet, and regular meetings of the Program Directors (the Managers). Extension of these staff meetings to program departments is next in order (production departments already have standards worked out), Program departments need a means by which critical judgments can be brought to bear on the quality of programming and suggestions for improvement made effective. We need to be able to honor the judgment of other staff and to eliminate ordering tapes for "audition" only. Staff find it awkward to criticize the productions of other staff. However, it is possible for Managers to exchange criticism of programming. The proposal discussed in the Managers' meeting provides that department directors decide what programs to schedule from among those on offer. Rejected programs are submitted to the Manager with an explanation. The Manager then decides whether the program is to be used after all, or tells the Manager of the station of origin about the criticism. If there is no satisfaction, the problem can be taken up with the President and the Managers can get together to work out standards. It would be possible to treat "A" or "prime" time offers as mandatory, but this is a small part of the total programming. Mr. Partridge said he thought that much of prime time programming should be local. Mr. Hoffman responded that "local" need not be defined in narrow terms. More time can be given to the development of "local" issues which are of such importance that they have national interest as well. It was brought out in the discussion that the amount of time the Managers can devote to evaluating programs is small, but they may be able to examine closely the particular programs that bring feed-back from the station to which it was offered.

When the Managers get together and talk about their programs they learn of programs that interest them that were never offered and other programs of interest that were offered, but not used. Offer sheets in a pile tend not to be given the same weight when they originate at another station. Mr. Hoffman stated as a goal that each Manager should put together a Pacifica as if he had 3 equally competent people, one in each station producing each type of program.

The Secretary of the Foundation was directed to write a letter to Erwin Goldsmith expressing regret that he is leaving KPFA and Pacifica Foundation and appreciation for his service as Chief Engineer.

The meeting was adjourned at 3:45 p.m.

Respectfully submitted,
Henry M. Elson, Secretary