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for public radio

Toward Wider Use and Deeper Value

**Key Steps by Public Radio's
National Producers, Networks, and
Professional Organizations**

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Station Resource Group
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The Station Resource Group has provided ongoing leadership for the GROW THE AUDIENCE initiative and prepared this report. Additional Grow the Audience materials are available at

www.srg.org/GTA



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SRG is a membership organization of leading public media organizations. SRG's focus is strategy, analysis, policy, and innovation.



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Toward Wider Use and Deeper Value

GROW THE AUDIENCE took shape in a context of concern and debate about public radio's prospects for audience service. Several years of flat listening – following on the heels of rapid growth – had shaken system-wide confidence. Digital platforms were claiming growing resources and management mindshare but there was little sense of strategic direction to the activity. Several projects aimed at reaching younger listeners and more racially diverse audiences had proved frustrating.

Against this backdrop GROW THE AUDIENCE set out to articulate a broad, mission-driven framework of strategies and tactics to achieve wider use and deeper value for public radio in America.

With support from CPB and the guidance of a national Task Force, the Station Resource Group led an extensive planning process, commissioning research and personal essays, hosting discussions at national and regional conferences, convening topical working groups, and meeting with station and network boards, executives, and producers. The results, published in early 2010 as PUBLIC RADIO IN THE NEW NETWORK AGE, included ambitious, aspirational goals for public radio's use, reach, and diversity; seven high-level recommendations, and dozens of tactical plans and suggestions.

A year later, this report advances one of those recommendations: that we hold ourselves accountable for doing the work that needs to be done – specific investments and decisions that take us from recommendations to action and move us toward audience growth goals.

Accountability can be elusive in the highly decentralized public media system. Hundreds of stations shape their own program schedules and online activities. Multiple funders invest in pursuit of many agendas. The leading networks pursue distinctive visions. Nobody is truly “in charge.” Instead, we must look to collective responsibility.

On the following pages we present the activities of public radio's national producers, networks, and professional organizations to grow the public radio audience. These activities, highlighted by the organizations themselves, reflect both their respective priorities and positions in the field, but also a shared commitment to a vision for stronger service.

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We know that parallel activities are playing out at local public media organizations around the country and we will look for ways to capture and report this work in the future.

As we review these national-level activities, a few things stand out.

Taken together, there is an extraordinary effort underway.

Activities across the major areas are very uneven – lots of work in news, digital media, and diversity; much less effort in music, organizational effectiveness, and developing market-by-market growth strategies.

The work of the past year appears to have focused more on strengthening the value and depth of public radio’s service than on explicit efforts to extend reach and use. These two dimensions are related, of course, but they are not exactly the same.

Investments by the Corporation for Public Broadcasting in support of GROW THE AUDIENCE recommendations show up everywhere – Local Journalism Centers, Project Argo, the Public Insight Network, and the continuing work of PRX; the LA Public Media project, StoryCorps Historias, and the work of the Association of Independents in Radio; DEI’s Leadership for Philanthropy, the ongoing work of the National Center for Media Engagement, and the Public Radio News Directors’ census of local journalists.

We present the activities within the structure of the key GROW THE AUDIENCE recommendations.

- Commit to a more inclusive public service.
- Become the most-trusted, most-used daily journalism in America.
- Create a 21st century public radio music service.
- Embrace the networked environment as a primary platform.
- Strengthen core competencies throughout public radio.
- Develop market-by-market strategies for audience growth.
- Support follow-up and accountability for addressing these recommendations.

1 Commit to a more inclusive public service

Deepen the value of public radio for all its audiences by strengthening the diversity of voices and views in public radio’s mainstream news and music programming, by encouraging multiple, differentiated services that reach a wider range of listeners, and by making continued investments in stations and programming developed and controlled by people of color.

Organizational Initiatives

NPR adopted a five-year plan with better service to diverse audiences as one of its three top goals, re-grouped on its internal organizational diversity efforts, and took steps to expand and diversify its pool of editorial and outside experts in the news area. NPR hired Keith Woods, one of the foremost trainers and educators in journalism diversity and a senior administrator at the Poynter Institute, to become Vice President for Diversity in News and Operations – a newly created position in the company.

APM (American Public Media) added diversity as a core value in new national program development and retained a research firm to inform APM’s service to diverse classical music audiences in South Florida. Nearly 45% of current listening to APM’s Classical South Florida regional music service is done by individuals who self-identify as Hispanic or Latino.

SRG adopted a multi-year plan that includes organizational diversity competencies as one of its five strategic priorities, produced an extended, multi-year audience analysis of listening to public radio by African Americans and Latinos, assembling ten years of data for all CPB-supported stations, and documented key areas for potential investments by CPB that would contribute to more diverse public service.

PRI (Public Radio International) continued its multi-year research on programming and operational changes that lead to a more diverse public radio audience. PRI’s “Showcase Session” at the DEI conference featured a briefing on what the CBC is doing to make sure it is attracting the broadest audience possible, how stations are using community engagement to bring in new listeners and perspectives, and a preview of PRI’s research on content and diverse audiences.

DEI (The Development Exchange) made sessions on diversity and inclusiveness a major theme of its 2010 annual conference, including the opening keynote address, *Changing the Face(s) of*

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Public Radio, by Dr. Ella Bell of the Tuck School of Business at Dartmouth, and a “supersession” breakout that reported the research, program development, and marketing efforts of the LA Public Media project.

PRPD’s (Public Radio Program Directors) annual Public Radio Programming Conference featured a plenary session on *The Next Step Up: Inclusiveness* that included reports on NPR’s research on audience diversification and major diversity initiatives at CBC Toronto and a session on *The Future of Public Radio Is Now: Young & Diverse Audiences* featuring the LA Public Media project. PRPD and NPR co-sponsored a webinar on next steps toward greater diversity in public radio.

AIR (The Association of Independents in Radio) supported 20 “New Voice” minority scholars’ attendance at the Third Coast International Audio Festival in Chicago, a diverse group of producers that ranged in age from 14 to 64, and is working to deploy this talent cluster to programs and outlets across the system.

Diversity at the core of public radio’s service

PRI conducted research into diversifying public radio through a national quantitative survey with Market Trends Research. The project research tested and advanced prior knowledge to inform *The Takeaway*, *The World* and other PRI-affiliated programs.

SRG led a collective planning effort in which NPR, PRI, APM, and PRX (Public Radio Exchange) joined with a half dozen news stations in markets with the largest populations of African Americans, Latinos, and Asian Americans to plan a “launch and learn” research project that will explore ways in which morning drive news programming might be more appealing to more diverse audiences. Project elements are projected to begin the implementation stage in mid-2011.

NPR Audience Insight and Research conducted a national “Audience Opportunity Survey” to address how NPR might broaden its overall appeal and use. A key question was how NPR can reach people of color who aren’t regular listeners but otherwise fall into the demographic profile of the core audience for NPR programming. The survey explored what factors – from topics to voices to platforms – stand between NPR and this critical audience.

APM added diversity as a core value in new national program development and established new partnerships with Launch Minneapolis and with WNYC to co-produce two special series “The Promised Land” with Majora Carter and “Pop and Politics” with Farai Chideya. A further release of “The Promised Land” is in production.

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AIR launched a recruitment campaign aimed at adding a new generation of producers to its ranks, which now number 795 – the incoming constituency is younger, more diverse, and more adept at cross-platform craft.

Program innovation

PRI and New York Public Radio (WNYC) integrated stations' community-based engagement projects with their national program *The Takeaway*, aiming to surface more perspectives, sources, and story ideas and give the partners a better understanding of how to shape *The Takeaway*, which is performing better with African Americans than most other major public radio programs. PRI and CBC Radio One launched the program "Q with Jian Ghomeshi" in the United States. "Q" is an example of CBC Radio's growing commitment to serve a more diverse audience that includes an extensive digital reach – "Q"'s YouTube channel has attracted more than 32-million views and the host makes extensive use of social networking to engage listeners. PRI and CBC Radio One are working on developing additional new content offers for the U.S. with the goal of adding more fresh and diverse voices to the public radio program ecosystem. PRI launched *Smiley & West*, a weekly program featuring Tavis Smiley and Cornel West with the goal of attracting listening from a more multi-cultural and multi-racial audience than public radio's dominant profile.

PRX and NPR debuted *Snap Judgment* with Glynn Washington and *State of the Re:Union* with Al Letson – both Washington and Letson are winners of PRX's Talent Quest. PRX worked closely with the *Re:Union* team to provide feedback regarding involvement with stations and links to contributing producers. PRX launched *The Moth Radio Hour* as a new storytelling program that highlights diverse voices from urban and rural settings and across all manner of age, income, nationality, gender and sexual identity. PRX partnered with the National Black Programming Consortium to identify and support a new producer of color to work with its satellite service REMIX – producer Carl Scott was mentored by REMIX program director Roman Mars to create a series of 10 pieces called *Rip and Rebind*. All aired on the REMIX satellite channel and were made available at no cost to all PRX.org station members.

StoryCorps Historias, and the Latino Public Radio Consortium (LPRC) collaborated to ensure that the Latino stations and their audiences across the country participated in a project that produced over 1,400 conversations in 41 cities recorded by Latinos. The recordings were subsequently aired on both NPR member stations and Latino public radio stations.

AIR's *Live Interactive Resident*, based at KEXP in Seattle, Washington, created a new series blending music, journalism, and storytelling, *Why Music Matters*.

Diversity of control and differentiated services

SRG and NFCB (National Federation of Community Broadcasters) worked with CPB to develop a new station policy framework for support of public radio's African American, Latino, and Native stations and program services that aligns CPB policies with current legal policies and organizational best practices concerning special considerations based on race and ethnicity and places more emphasis on audience and service outcomes.

After six years of development within NFCB, NPM (Native Public Media) was incorporated as an independent nonprofit organization. The NPM board represents Native American radio stations and services, tribal government, technological institutions, development, and tribal communities, and allows NPM to bring an authentic voice in leadership, governance, advocacy and programs designed to serve Native communities across the United States. NFCB and NPM were instrumental in establishing the FCC Office of Native Affairs and Policy. With assistance from the Native Desk at NFCB and NPM, 3 new Native stations went on the air and 7 others received PTFP grants to construct new stations. NPM will continue its station services work in conjunction with NFCB. NPM has expanded its scope to include fundraising and production in partnership with other media organizations and is currently partnering with the New America Foundation and others to place its Policy Program on a national platform.

The Latino Public Radio Consortium held the First Annual Survey and Summit of Latino Stations at NFCB's Community Radio Conference where, for the first time, the Latino and Native stations held a joint session as part of their respective Summits and worked together to present conference sessions targeted at their member stations. LPRC and NFCB collaborated on plans for a "Latino Desk" to coordinate services and activities for some 30 Latino public radio stations.

NFCB also designed a service program to support organizational development at public radio's African American stations.

PRX launched the REMIX streaming format as a new multichannel broadcast and HD service to highlight new voices and diverse production approaches beyond traditional 'news' and 'music' constraints. PRX is partnering with Youth Media International, podcasters, the National Black Programming Consortium, and AIR members to showcase diverse talent that is appealing and convenient for listeners wherever they might be: terrestrial broadcast, HD, XM satellite radio, and web streaming.

DEI's conference session "Targeting New Audiences: A Research-Driven Approach" featured new research from NPR, PRI, and APM.

2 Become the most-trusted, most-used daily journalism in America
Make public radio America's most trusted and most widely-used source of daily journalism. Strengthen the power and scope of public radio's most listened-to national news programs, invest in program innovation that will lead to more choice and service for listeners, support significant growth in the scale, quality, and impact of local journalism, and develop an integrated online news presence.

2.1 Strengthen signature national programs

Increase listening, listener loyalty, and value

The number of listeners to *Morning Edition* and *All Things Considered* in Fall 2010 edged up from Spring 2010 survey numbers and both programs maintained the high point they achieved in the previous Fall 2009 survey. *Weekend Edition Saturday* and *Sunday* also showed annual gains, as did *Weekend All Things Considered*.

PRI's *The World* and BBC *World Service* (American audience) reached their largest audiences ever.

APM's *Marketplace* audience increased from Spring 2009 to Spring 2010, with new program features and new reporting from BBC international reporters contributing to audience service. APM's *Being* (formerly *Speaking of Faith*) achieved record broadcast, online and live event audiences.

Building on its Audience Opportunity research, NPR News launched pilot and modeling efforts aimed at introducing a greater diversity of voices and journalistic sources, including the "Scouting Project," led by ATC's Carol Klinger, which identified a diverse group of people who can talk about national security, national politics and the arts.

Increase reporting from across the nation within national programs

NPR launched the *Impact of Government* project, adding reporters, editors, and analysts at NPR and member stations to build a national network capable of delivering a deeper and more comprehensive multiplatform look at the role of state government from a local, regional, and national perspective. NPR is hiring four staff positions related to the project to form a new *Impact of Government* desk. The project will significantly augment the work of existing public radio reporters who cover the statehouse and related issues and aims to ultimately add at least two journalists per state.

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APM gave NPR access to MPR's multiple-reporter government unit, strengthening the system with collaborative use of new and current resources. APM's *Marketplace* established new editorial desks including a health desk in Philadelphia and a technology desk in San Francisco. *Marketplace* increased its Sustainability desk and coverage to include a public forum "Moving by Degrees," with several regional station participants and subsequent sustainability coverage produced both nationally and locally.

Increase public radio's investment in enterprise and investigative reporting

NPR opened its first dedicated Investigative Unit in January 2010. The Unit has reported on traumatic brain injury in the military, sexual assaults on college campuses, the complex bail bonds system, Mexico's war on drugs, the aftermath of the Gulf spill, and a West Virginia mine disaster.

PRI, The Center for Public Integrity, and Global Integrity launched a joint risk analysis of corruption in all 50 state governments. The State Corruption Index is an ongoing investigative reporting resource that combines a 50-state corruption index tool with reporters to examine state governments on key risk areas that can lead to corruption. Stories are shared locally and nationally on programs such as *The World*. PRI will lead a year-long social media effort to insure the public, civic organizations, and PRI's producer and station partners get involved with the content.

Invest in approaches that create new kinds of choices for audiences

APM's "Marketplace Tech", a new radio and online module, provides daily information about how technology is changing our lives and reshaping our world. "Freakonomics Radio," an APM partnership with WNYC and Stephen Dubner, co-author of *Freakonomics*, includes regular radio features on *Marketplace*, a weekly podcast, live events, and a series of radio specials.

In 2010, PRX licensed approximately 12,000 pieces and programs produced by independent and station producers to stations, podcasters, and other organizations. These shows were folded into the mix of traditional network and local fare and diversify the complexion and sound of public media services.

Editorial Integrity and trust

NPR launched a review of its news code of ethics and social media policies.

SRG, in partnership with public television's Affinity Group coalition, launched an exploration of principles, policies, and practices of editorial integrity for public broadcasters. The project has

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created working groups on key topics, hosted discussions at industry meetings, and published discussion papers and resource documents on a project website, www.pmintegrity.org

PRI and the BBC *World Service* executed content partnerships with national programs to achieve more comprehensive coverage of global topics by drawing on the editorial resources of the BBC, including partnerships with the PRI/WBUR *Here and Now* program and a collaboration between APM's *Marketplace Morning Report* and the BBC *World Service*.

2.2 Build the impact and significance of local journalism

Greater scale and higher quality in local/regional reporting to realize the impact and significance to which many stations aspire

DEI and SRG are working together to make the case for significant new investments in local journalism. The joint project has included connections with many projects calling for new approaches in public media, a survey on program partnerships, a detailed inventory of station capacities and aspirations in local news, and interviews with current and prospective major donors and philanthropists to assess their interests. DEI and SRG conducted a nationwide sample survey of public radio news stations to explore their experiences and intentions with respect to programming partnerships.

The Public Radio News Directors (PRNDI) undertook an extensive census of journalists at public radio and television stations. AIR and ITVS conducted complementary research on public media's independent journalists (radio, television, and on-line). These comprehensive studies are providing first-time documentation of the size and diversity of public media's journalism workforce, the areas of responsibility of station-based staff, and the strength of local station-producer relationships.

Build capacity across the field

APM partnered with three of the Local Journalism Centers to embed the Public Insight Network in their projects, expanded the number of Public Insight Network (PIN) partner newsrooms from 7 to 45, and worked with a coalition of leading stations to pursue funding for a dramatic expansion of local public radio newsrooms.

PRX developed "Fixer", a tool that with one click takes digital audio files and puts them in multiple audio formats for broadcast, streaming, and sharing. This technology is part of the PRX Networks service (see below) and will be deployed in other PRX applications. Fixer is an advance on the PRX Encoder tool used by stations and producers on PRX.org and Content Depot and is a big step forward in convenience and capacity.

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NFCB and NPR worked throughout the year on SAFER (Station Action for Emergency Readiness), a joint project that supports the efforts of public radio and television stations to be ready and reliable sources of information in times of emergency.

Mark Fuerst of Public Media Metrics led a session at DEI's national conference on repositioning station websites from a station-focused orientation to a user-focused one, aimed principally at competing more effectively for daily news visits.

PRNDI produced a series of webinars to advance skills among station news personnel, including skill building for new-on-the-scene reporters, social networking skills, and integrating visual imagery, and the fundamentals of investigative and enterprise reporting.

The Latino Public Radio Consortium partnered with the International Center for Journalists to enroll participants from the Latino stations in their journalism training programs.

Collaboration and partnership

PRX developed Networks, a service that permits the Northwest News Network (N3) to share hundreds of stories among public radio stations in Washington, Oregon, Idaho, and California. *Networks* is in use at two CPB-funded Local Journalism Centers – Harvest Public Media and Changing Gears – and AMPERS, a cluster of Minnesota-based community radio stations. *Networks* integrates seamlessly with the NPR API and allows stations to channel select stories to NPR.org and station websites.

PRX, Louisville Public Media, and Spot.us, with the support of a Knight News Challenge grant, partnered to use crowdfunding to unlock and support listener-identified local news and information coverage.

PRX coordinated a multi-state station collaboration with WDET (Detroit), KCUR (Kansas City), Louisville Public Radio and WUNC (Chapel Hill) on the future of the U.S. auto industry that included a co-production of two one-hour specials by four stations working with *The Story with Dick Gordon*.

2.3 Integrate online news

Create an online news presence for diverse public media sources that extends existing capacities, brands, and editorial assets, adds or creates new ones, and includes the assets of public television and online public service media organizations.

Aggregation of journalistic capacity

NPR began a pilot project to ingest station content into its Application Program Interface (API). Northwest News Network and Oregon Public Broadcasting were the first stations to participate.

APM worked with AIR to bring together a beta team of producers to test their new Monle application.

APM's Minnesota Public Radio established a first-in-public media state-wide news aggregation service called "Minnesota Today," consolidating and creatively presenting daily news from scores of regional news organizations including Minnesota Public Radio, other broadcasters, newspapers and online news services from across the state.

Content collaboration

American Public Media's Public Insight Network (PIN) began extending participation beyond public broadcasting organizations to an array of other media entities, including newspapers (*The Charlotte Observer*, *The Miami Herald*), three leading investigative reporting organizations (Pro Publica, The Center for Investigative Reporting, and The Center for Public integrity), and The Media Consortium (*Ms. Magazine*, *ColorLines*, *Mother Jones*, and Free Speech TV). More recent additions include ImpreMedia, the nation's largest news and information source for the Hispanic Community.

PRX developed FluPortal, a website that coalesced public media's coverage of the H1N1 flu epidemic, experimented with cross-platform content-sharing technology tools, and working with the National Center for Media Engagement, explored how stations can engage with their communities on emergency issues.

3 Create a 21st century public radio music service

Create a renewed vision for public radio music, capture the broadcast franchise for public radio's strongest music formats in as many markets as possible, move to new platforms with both core genres and new services, work to higher standards and greater value for listeners, and explore new approaches in content and presentation.

Vision and best practices

APM developed a new vision for its national classical music service, that included world-class performances; discovery and development of new American artistic talent; partnerships with artistic organizations that will lead to greater accessibility of performances and content; engagement with classical music audiences, online, across the country and internationally; and partnerships with other public radio organizations that share APM's passion for classical music (e.g. KUSC – Los Angeles, New York Public Radio, WCRB – Boston, BBC, EBU, CBC) to build new programming and experiences for classical audiences.

PRPD's annual programming conference looked at innovative approaches to music presentation at their session "The Future of Music: Putting Pandora Back in the Box" and a best practices session on scheduling midday classical music that drew on the results of PRPD music programming research.

The Association of Music Personnel in Public Radio conference held an in-depth presentation and discussion of GROW THE AUDIENCE findings and recommendations and held sessions on best practices for music on the web, and development on-air talent.

SRG made public radio's music services one of its top multi-year strategic priorities.

Capture the broadcast franchise

Over the past year Public Radio Capital helped six public radio organizations acquire new broadcast properties that will present full-time music services, including:

WNKU, Highland Heights/Cincinnati, acquired WPFB, Dayton, and WPAY, Portsmouth
WOSU, Columbus, acquired WWCD-FM, Columbus
WUSF, Tampa, acquired WSMR-FM, Sarasota
KUHF, Houston, acquired KTRU-FM in Houston
Vermont Public Radio acquired WVXR-FM in Randolph, VT

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KUSC, Los Angeles, acquired KUSF-FM and KNDL-FM, both in San Francisco
[Some of these transactions are awaiting FCC approval.]

Move to new platforms

NPR Music made significant upgrades, making its web site more flexible and easy to publish, more organically connected with the main npr.org site, improving station co-branding on the new music site to match that of the main NPR site, and adding a “Music News Around the Web” feature to bring in music headlines from noted music publications and from stations with strong music content feeds.

NFCB, working with seven jazz stations, began planning a central digital music library with a robust collection of searchable metadata that will be made accessible to jazz public radio stations, deepening their engagement with their audiences and contributing to the preservation and forward progression of jazz. In addition, with licensed digital tracks of music matching the records in the database, stations will be able to pull tracks directly from the library for broadcast.

PRX is working with public radio music leader KCRW to develop an iPad app that will highlight the station's music offerings in an original and creative way.

Higher standards, new content

PRPD presented a session on scheduling midday classical music that drew on the results of PRPD music programming research.

APM created a new live national concert series, *Classical Live*, which presents the best classical music concerts from around the world and across the country to American audiences.

4 Embrace the networked environment as a primary platform
Follow current public radio listeners in their changing patterns of media use, which increasingly include online and mobile platforms, cultivate new users by providing more channels and platforms on which to find and use public radio content, and make public radio more flexible, participatory, and engaging.

APM, NPR, PBS, PRI, and PRX launched the planning phase for a new public media digital distribution resource, the “Public Media Platform.” This is envisioned as a shared platform and digital distribution infrastructure that will allow public media content to flow easily throughout the public media system and beyond. The organizations expect the Platform to play a critical role in public media's expansion and innovation in the digital space, and in the further propagation of content to new platforms and to new audiences.

NPR adopted a five-year plan that includes bringing NPR and its member stations to every platform as one of the three top goals.

All of the national networks released multiple applications for multiple devices in the mobile arena.

PRX's WBUR iPhone app is designed to lower the barriers to listener engagement through a familiar mobile device and will roll out additional major station apps based on this platform in the next few months. A similar Android offering is in the works. PRX also developed a “high end” mobile app for *This American Life*.

APM developed an innovative iPad app for serving regional news audiences with original and aggregated news content. The new app launches first for Minnesota Public Radio.

Online strategies for stations

NPR sponsored a three-day summit entitled "The Future of Local News and Public Media," bringing together news directors and web producers from nearly a dozen member stations to discuss practical ways of building online audience in their markets.

PRPD's annual Programming Conference featured a keynote presentation by Rob Curley, a noted proponent of using the web for “Hyperlocalism”, a session on “How Does Mobile Fit into

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Your Digital Roadmap?” and a plenary session with media consultants Paul and Fred Jacobs on digital service for public radio.

Baseline capacity

NPR integrated live station streams into its NPR News app for iPhone, NPR Mobile, and NPR News app for Android.

“Web native” content and delivery

Project Argo, a collaboration between NPR and 12 member stations, is designed to strengthen the role public media play in local journalism. Argo focuses on niche, content-rich websites of particular local interest to the communities the stations serve. The Argo sites are designed to provide a depth of coverage that allows stations to ‘own’ a story in a content area, while maintaining a dialogue in each of the communities.

APM has developed numerous new online programs and digital services including Marketplace’s “Marketplace Minute,” “The Whiteboard,” and the “Future-Jobs-O-Matic”; *Being* added new live streams of public events and projects such as “Revealing Ramadan,” and added original online content generated by the audience which later became a radio program; *Performance Today* created “My Performance Today,” inviting listeners to share performances, online; and podcast “Dinner Party Download”.

The natural networks of our audiences

APM’s Public Insight Network now includes over 100,000 active citizen sources. APM partnered with Mobile Commons to launch SMS-based sourcing for the Public Insight Network.

PRI launched an “Innovator-in-Residence” program to accelerate its growth as a digital media company. The program is inviting technology and social media start-ups with a public service mission to share PRI’s new world headquarters for three months or longer. PRI’s *The World* launched “The World Science Forum” (WSF) and an associated podcast. WSF, a microsite within theworld.org, is an opportunity for people to chat online with experts in anthropology, neuroscience, biology, entomology, and engineering on topics as diverse as greener electronics to the origins of kindness. The podcast was recently added to Teachers Domain, an online resource for K-12 teachers. PRI partnered with Mobile Commons, whose mobile messaging platform will enable PRI listeners to interact with its content via mobile SMS. PRI and Mobile Commons will begin allowing users to text and receive text messages from *The World* and *The Takeaway*.

5 Strengthen core competencies throughout public radio

Advance public radio’s ability to achieve the goals of this plan by sharpening the skills and focus of public radio professionals, strengthening the capacities of public media organizations across the country, and continually updating the field’s strategic intelligence and tactical knowledge with audience research and marketing.

Advance skills of the public radio workforce directly connected with audience growth

This report has previously cited numerous activities by public radio’s national organizations that emphasize professional training at conferences and meetings and through webinars. PRPD webinars, for example offered in-depth briefings and discussion on key audience service topics, including: Grow the Audience – An Overview of Recommendations and Goals, Online News - from Metrics to Actions, Crowdsourcing, Midday Audience Study - NPR News Listeners, and Edison Research: American Youth Study. DEI, US:A, PRINDI, NPR , The National Center for Media engagement, and the recently re-established Integrated Media Association (IMA) also make extensive use of webinars as a training tool.

A sample of other training efforts and events includes:

AIR’s Mentoring Program with 120 station-based and independent producers to build trans-platform media skill sets and develop new strategies for using social media to reach a new audience.

NPR’s Digital News Day sessions at regional meetings, preceded by “Putting the Audience First” webinars.

NPR-PBS PublicMediaCamps that strengthen the relationship that public broadcasters have with their communities through the creation of collaborative projects that gathered interested citizens.

PRPD took over the Local News Initiative (LNI) and Morning Edition Grad School (MEGS) training activities initially developed by NPR.

PRX and the Salt Institute produce a twice-a-month podcast that features superior audio pieces and documentaries and unwraps why they work, what they get right, and how producers can learn from their best practices – featuring works by Joe Richman, David Isay and dozens of veteran and emerging producers.

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NPR Labs webinars share innovative ideas and tools from its technology team.

APM conducted sessions on audience growth activities and tools at regional and national public media conferences, including PRPD, PMDMC, PRNDI and iMA.

Invest in program research and audience use metrics that build our current knowledge base, explore areas we have targeted for innovation, and foster integrated, cross-platform measurements that track behavior in a changing media environment

SRG constructed the first-ever integrated, cross-platform estimate of public media's reach, working with researchers and analysts at the Radio Research Consortium, NPR, PBS, CPB, Public Media Metrics, and others.

The Association of Independents in Radio (AIR), in collaboration with the Future of Public Media Project at American university's Center for Social Media, published *Spreading the Zing: A New Vision of Public Media's Impact*.

APM collaborated with General Mills to establish baseline metrics for a new brand equity dashboard that will provide longitudinal tracking of progress on selected measures for engagement, impact, service attributes and institutional reputation.

NPR's Audience Insight and Research group launched "Go Figure: The Director's Cut" for member stations. The blog provides a station-site forum to share research on how the audience listens and interacts with public radio content and hear from stations, networks, and researchers on the research work they are doing.

NPR published Dennis Haarsager's "All Known Thought," a series of essays on the intersection of technology and economics as they affect the future of public radio's public service.

Organizational development

The University:Station Alliance and DEI surveyed stations about Friends Groups and Leadership structures, followed by a report and webinar highlighting responses and best practices.

APM hosted a national conference on the "Future of News" with sessions on the importance of best practices in organizational governance, structure, leadership, and resource development. The conference was attended by leaders and board members from virtually all major public media organizations, selected regional and national news organizations, regional and national

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foundations, and community leaders. The conference also included online participants who joined the live digital video and interactive feeds.

DEI presented a conference session on “Changing Our Station Cultures: What’s Needed?” The session featured new managers of three leading stations looking ahead to the changing context in which they work and the need for organizational evolution to become “public media.”

AIR undertook a nine-month strategic planning process (beginning June 2010) to devise a blueprint for sustainable growth, re-examine governance in the context of a changing media environment, and to develop a clear strategy for how the organization and its 795 members can best serve and contribute to the future growth, diversity, and vitality of public media.

SRG developed recommendations for activities to strengthen organizational competencies for diversity throughout public media. These recommendations, which could benefit both public radio and public television, were presented to CPB, public radio’s networks, and station leaders in communities with the largest African American, Latino, and Asian populations.

APM’s Inclusion Council added a new series called “Conversations on Community” for all staff to explore diversity in the communities APM serves. These forums bring community leaders in to APM for all staff to learn about diverse populations and cultures.

DEI presented a conference workshop on “Editorial-Driven Events: Extending the Reach,” highlighting interactive, community-focused events that expand station visibility in ways that resonate and reinforce their editorial position as the public radio news station.

The National Center for Media Engagement presented a half-day intensive session and several workshops on community engagement at NFCB’s Community Radio Conference and a session on community engagement at PRPD’s Programming Conference.

APM expanded community building with MPR’s The Current alternative rock and community radio station, including its popular “Policy and a Pint” series in collaboration with the Citizen’s League to engage young adults (new to public radio) in topics of civic interest. The Current also developed “Rock the Cradle” an event for young children and their parents to experience early exposure to music concepts and music education. (February 2011 attendance at this event exceeded 7,000)

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Advanced fundraising that includes major giving and philanthropy

DEI's Leadership for Philanthropy initiative expanded to include 30 additional stations. The project's goal is to support station CEOs' skills, capacities, and leadership, connect them with their philanthropic community, and actively engage them in the process of cultivating, soliciting, and stewarding prospects and donors who can contribute \$10,000 or more. DEI's annual Public Media Development and Marketing Conference included multiple sessions on advanced fundraising topics.

APM presented case studies of successful major gift fund raising for APM's regional services in Minnesota, Southern California and South Florida at a number of national and regional conferences including PMDMC.

Stronger, more effective Inter-organizational relationships

The Latino Public Radio Consortium compiled and distributed a Directory of the Latino public radio stations as well as a detailed environmental scan of the stations so that mainstream stations may avail themselves of the Latino stations as resources. LPRC also created a website to be a resource for both Latino and non-Latino stations. www.latinopublicradioconsortium.org

PRX partnered with *Turnstyle*, a new news and information service by Youth Media International, to cross-promote, share content, build relationships with stations, and advise on web and mobile development. PRX is also an advisor to WORLDCompass.org, the companion website to WGBH's WORLD TV channel, and facilitates [WORLDCompass](http://WORLDCompass.org)' acquisition of public radio content through PRX.org.

AIR works closely with WGBH's [WorldCompass](http://WorldCompass.org) and Public Media Corps, an initiative of the National Black Programming Consortium, to advise and shape these new initiatives by sharing the extensive knowledge base developed through its MQ2 pilot project.

Marketing: Connect with top-level marketing expertise and experience beyond the public radio field; develop tactical ideas and best practices that can be implemented at the station level; and help stations engage with outside marketing expertise in their local efforts.

DEI presented eight conference sessions focused on marketing, including three with a particular emphasis on audience growth. Targeting New Audiences, Formulating Strategy, highlighted marketing approaches that hone in on a specific market segment and how to craft services and messages that speak to their interests. Helping New Audiences Find Public Media focused on bringing audiences to our multi-platform services. And Follow Your Audience emphasized using social media and other new media platforms to connect with current and prospective listeners.

6 Develop market-by-market strategies for audience growth

Launch a market-by-market audience growth initiative for a new generation of service – a broad-based, collective effort by stations, networks, producers, and funders – making targeted investments and crafting station-specific solutions in communities where the current level of public radio performance indicates significant opportunities for audience growth.

Enough channels committed to public radio on which to offer different services

Public Radio Capital (PRC) helped public radio stations expand their signal reach and differentiate their services in multiple markets across the country.

Market analysis

SRG continued to track market-by-market performance of public radio's overall broadcast service and the performance of major formats for presentation at industry conferences and workshops.

Strengthen service at underperforming stations

PRC worked with several public radio station licensees that might have otherwise sold their station for non-public radio services – typically by arranging their sale to another public radio group or helping craft a public service operating agreement.

Develop new services on existing stations

PRX worked with Spokane Public Radio to adapt PRX's XM Satellite Radio channel, "Remix Radio," as a full-time terrestrial service on KPZ-FM.

Create opportunities for new services

Radio Bilingüe's CPB-funded LA Project launched its on-line service at www.laforward.org to make public radio the format of choice for young, English-dominant Latinos and multi-ethnic audiences.

PRC launched the Public Media Company (PMC) to own and operate public radio stations in partnership with local entities or when there is no viable local ownership option to offer public media solutions when radio opportunities become available.

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Add stations with full market coverage through upgrades or acquisitions

PRC's Public Radio Fund served as the nation's only lender dedicated to short term capital for public media projects. The Fund has made total loan commitments of some \$7.5 million to seven public media organizations in California, Texas, Colorado, Utah and Massachusetts. These loans have leveraged an additional \$22.6 million in bank loans for projects to increase service and audience.

None of the national organizations highlighted activities in the following areas:

Strategic alignment of the services – focused, differentiated, complementary.

Superior performance of each of the services within the context of the specific market.

7 Support follow-up and accountability for this plan

Establish responsibility and accountability, nationally and locally, for this audience growth plan through an annual review of system progress in addressing the recommendations in this report. The assessment should include perspectives of multiple constituencies, organizations, and individuals and result in a progress report to the public radio system.

Broad endorsement of the goals and recommendations presented here.

SRG presented GROW THE AUDIENCE analyses, findings, and recommendations at national and regional conferences throughout the year and encouraged broad-based support and participation.

Public radio’s national producers, networks, and professional organizations should consider and report to their respective members and affiliates how they intend to integrate elements of GROW THE AUDIENCE recommendations into their priorities, programming, conferences, research activities, and other initiatives.

NPR’s Audience Opportunity Study is “the most significant research NPR has conducted in a decade.” The purpose of the study was to understand the potential to grow the public radio audience and to understand the current audience more deeply.

NPR formed a task force including some of our system’s top programmers, researchers, managers and NPR staff to examine programming opportunities and the economics of the programming landscape and to articulate the role NPR should play.

The Public Broadcasting Management Association conference featured GROW THE AUDIENCE findings and recommendations.

Every public radio station should be encouraged to establish an audience service goal and a method for monitoring its own progress on an annual basis. This information should be reported in brief fashion to CPB, either through a special survey or as part of the Annual Activities Report.

The Boards of all APM organizations – Minnesota Public Radio, Southern California Public Radio, Minnesota Public Radio and American Public Media – have adopted ambitious goals for annual and long-term audience growth on all platforms, and aligned organizational resources to achieve these goals.

Conduct an annual review of progress on the initiatives outlined above using goals and metrics appropriate to the particular activity.

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SRG prepared a report of system progress toward the broad audience goals for use, reach, and diversity set out in PUBLIC RADIO IN THE NEW NETWORK AGE.

SRG prepared this report of the work of public radio's national networks, producers, and professional organizations.

The report was prepared in collaboration with:

American Public Media (APM)
Association of Independents in Radio (AIR)
Association of Music Personnel in Public Radio (AMPPR)
DEI (The Development Exchange)
Latino Public Radio Consortium
National Federation of Community Broadcasters (NFCB)
Native Public Media (NPM)
NPR (National Public Radio)
Public Broadcasting Management Association (PBMA)
Public Radio Capital (PRC)
Public Radio News Directors, Inc. (PRNDI)
Public Radio Program Directors Association (PRPD)
PRX (Public Radio Exchange)
Public Radio International (PRI)
Station Resource Group (SRG)
University: Station Alliance (U:SA)

PUBLIC RADIO IN THE NEW NETWORK AGE, along with research reports, essays, and other project materials can be found at the GROW THE AUDIENCE website:

www.srg.org/GTA