

**MINUTES
PUBLIC SESSION
BOARD OF DIRECTORS
CORPORATION FOR PUBLIC BROADCASTING
WASHINGTON, D.C.
Monday, July 16 – Tuesday, July 17, 2018**

Call to Order

Chair Gilbert called to order the public session of the Board of Directors at 10:49 am Eastern Time. The following directors participated:

Lori Gilbert, Chair;
Bruce Ramer, Vice Chair;
Patty Cahill;
Ruby Calvert;
Judith Davenport;
Howard Husock;
Laura G. Ross; and
Liz Sembler.

The following officers and staff were also in attendance:

Patricia Harrison, President and Chief Executive Officer;
Steve Altman, Executive Vice President and Chief Policy and Business Affairs Officer;
Michael Levy, Executive Vice President and Chief Operating Officer;
Teresa Safon, Chief of Staff and Corporate Secretary;
West Smithers, Senior Vice President and General Counsel;
Bill Tayman, Chief Financial Officer and Treasurer;
Anne Brachman, Senior Vice President, Government Affairs;
Tish King, Senior Vice President, Communications;
Ted Krichels, Senior Vice President, System Development and Media Strategy;
Kathy Merritt, Senior Vice President, Journalism and Radio;
Maja Mrkoci, Senior Vice President, TV Content and Innovation;
Deb Sanchez, Senior Vice President, Education and Children's Content Operations;
Mary Mitchelson, Inspector General; and
Sarah Kildall, Board Affairs Manager.

The following guests were also in attendance:

Jennifer Brandel, CEO and Co-founder, Hearken;
Nick Capodice, Podcast Host, Education Outreach and Engagement Producer, NHPR;
Betsy Gardella, President and CEO, NHPR;
Maureen McMurray, Director, Content Innovation and Audience Development, NHPR;
Tim Olson, Chief Digital Officer, KQED; and
Leah Clapman, Managing Editor, Education, PBS NewsHour (July 17, 2018).

Adoption of Agenda

Chair Gilbert called for a motion to adopt the meeting agenda. Upon motion duly made and seconded, the agenda was unanimously adopted as presented.

Invitation to Disclose Conflicts of Interest

In accordance with the CPB Code of Ethics for Directors, Chair Gilbert invited directors to disclose possible conflicts of interests regarding the meeting agenda. Ms. Sembler asked if her position on the foundation board of the Poynter Institute for Media Studies posed a conflict with one of the executive session agenda items. Mr. Smithers confirmed that it was not a conflict of interest and she could participate in the discussion.

Approval of Minutes

Chair Gilbert called for a motion to approve the minutes of the May 7, 2018, public session. Upon motion duly made and seconded, the minutes were approved unanimously as presented.

Chair's and Directors' Remarks

Chair Gilbert welcomed the two new board members, Ruby Calvert and Laura G. Ross, and thanked CPB management for organizing an orientation session for them.

Chair Gilbert thanked CPB management for their presentations at the last board meeting, which was held in New Orleans in conjunction with the PBS Annual Meeting, and commended Ms. Harrison and CPB staff for their work at the PBS Annual Meeting.

Ms. Calvert noted that audio recordings of CPB board meetings are posted on www.cpb.org, and requested that CPB also post public session minutes once they are approved by the Board.

President's Report

Ms. Harrison reported on the activities of the quarter, including CPB's investments in innovation, diversity, education and journalism. CPB has addressed the challenges of how to help stations meet the mission of public media in a disruptive media environment; to advance fact-based journalism and editorial integrity to meet the information needs of today's citizens; and to embrace diversity in its many forms. CPB will continue its focused engagement with decision-makers on the Hill as CPB management addresses ATSC 3.0, as well as digital infrastructure and editorial integrity in the digital age. Ms. Harrison noted her written report provides additional information on CPB's activities and concluded her remarks.

Mr. Ramer thanked Ms. Harrison for her report and commended CPB and the system for their significant accomplishments over the last quarter, noting successful CPB-funded journalism collaborations, awards won by CPB-funded journalism programs and initiatives, the success of podcasting, and the value of CPB-funded educational content.

Legislative Update

Ms. Brachman reported on CPB's budget and appropriations process and noted that she would provide an overview of CPB's FY 2020/2022 budget request to the Office of Management and Budget (OMB) during executive session.

Ms. Brachman reported that CPB is two-year advance appropriated. Congress approved the FY 2020 funding level for CPB during the FY 2018 appropriations process. CPB's funding for FY 2019 and FY 2020 are already legislated into law; however, CPB will not receive FY 2019 funding until October 1 of this year.

Ms. Brachman reported that the budget process begins with OMB and reviewed the steps CPB undertakes to develop a budget request, including consultation with public media leaders at stations and the national organizations. During the summer months, CPB management brings the proposed budget request to the CPB Board for consideration and approval. After CPB submits the budget justification to OMB in early September, OMB will provide a "pass back," or a written advance notice of what the President is going to propose for CPB in his next budget. Agencies have approximately two days to accept or appeal that budget number. Typically, this process occurs between Thanksgiving and the end of the year. The President's budget is due to Congress by the first Monday in February. On the same day, CPB delivers its Congressional Budget Justification to the House and Senate Labor-H Appropriations Subcommittees for consideration. This is followed up with in-person meetings with appropriations committee staff to review CPB's budget request and to answer any questions. This part of the process also includes PBS, NPR and APTS.

Ms. Brachman reported that CPB cannot and does not lobby but continues to work with appropriators and authorizing committee staff in a normal and widely recognized, executive-legislative relationship. Over the last two appropriations cycles, Congress worked with CPB to transition interconnection funding to a more secure, annual funding cycle, and in March, provided additional funding for broadcasters to complete the spectrum auction repack.

Executive Session

At 11:14 am Eastern Time, Chair Gilbert closed the meeting for an executive session.

[The minutes for these discussions are contained in the executive session record of July 16-17, 2018.]

Public Session

Public session resumed at 11:51 am Eastern Time.

Resolution: Authorization to Submit CPB's Annual Budget Request to OMB for CPB's FY 2022 General Appropriation and FY 2020 Interconnection Appropriation

Chair Gilbert called for a motion to authorize the submission of CPB's general appropriation request to OMB for FY 2022 and interconnection appropriation for FY 2020. Upon motion duly made and seconded, the resolution was passed unanimously.

The meeting adjourned for lunch at 11:53 am Eastern Time.

Public Session resumed at 1:03 pm Eastern Time.

Update on Journalism

Ms. Merritt thanked the Board for its support of public media journalism, noting that the Board's Goals and Objectives emphasize the important role of news information in a civil society. As a result, CPB funding has been a driving force in the growth of public media journalism.

Ms. Merritt reported that in recent years, the number of full-time public media journalists has increased 24 percent – totaling 2,693 people in 2016, not including part-time and contract journalists, plus those working for national producers like NPR and PBS NewsHour. This brings the total number of public media journalists located throughout the country to 4,339. There are 37 stations employing more than 20 full-time journalists. The largest local newsroom is WBUR radio in Boston, which has more than 80 full-time journalists.

Ms. Merritt reported that collaboration is public media's force multiplier and helps to increase stations' audience reach and social media engagement. Since 2009 CPB has funded 34 collaborations – some focused on regional news or topics chosen by the stations, some on statewide issues, and a few with a designated approach or a nationwide topic. More than 100 stations in 42 states have been involved in these collaborations. Ms. Merritt reviewed the timeline of collaborations, noting the successes and failures.

Ms. Merritt shared a clip from American Homefront, a collaboration that highlights military life, and reported on the Harvest collaboration, which covers agriculture in middle America. Mr. Merritt also reported on Ohio Valley ReSource which focuses on issues in Kentucky, West Virginia, and parts of Ohio, including many areas that are considered news deserts. Currently the opioid crisis is a high priority focus of their journalism coverage.

Ms. Merritt reported on public media's national producers and their emphasis on creating content for multiple platforms. Ms. Merritt reported that the audience for NPR's online content, which now features video, has reached 41 million unique visitors a month, and listeners total 37 million each week. As part of its digital efforts, PBS NewsHour has begun producing podcasts. PBS NewsHour has increased its audience across platforms in 2017 – its broadcast audience increased 17 percent, online viewers increased 38 percent, and social media followers increased 45 percent.

Ms. Merritt reported that CPB supports FRONTLINE, a recognized leader in the field of investigative journalism. An example of FRONTLINE's work is The Transparency Project, through which FRONTLINE is making its source materials available online, so audiences can view how interviews were edited. For the recent documentary on Vladimir Putin, FRONTLINE posted "The Putin Files" – 70-plus hours of footage, including the 50 interviews. Projects like this fuel the trust the American people have in public media.

Ms. Merritt reported that trust in public media journalism is one of CPB's biggest assets, and CPB supports projects that strengthen editorial integrity. An important project that CPB funded was the Editorial Integrity Project, which convened discussions with public radio and television executives, program decision-makers and senior journalists, resulting in a code of ethics for public media stations. CPB continues to support this project and encourage stations and producers to follow the highest ethical standards in journalism and fundraising.

Ms. Sembler asked about the relationship between PBS NewsHour and NPR. Ms. Merritt reported that collaboration between those two entities has largely focused on election coverage. A potential area for future collaboration is international reporting as PBS NewsHour could benefit from NPR's international bureaus. Mr. Husock asked how many stations have news programs and whether CPB's CSG funds could be redirected to promote grass-roots reporting. Ms. Merritt reported that there are 308 radio stations and 106 television stations with at least one journalist. The Public Broadcasting Act defines how CSGs can be spent, and it is up to the local station to decide how to use the funds within those parameters. However, CPB is supporting work to increase the journalism capacity of stations.

Hearken – Public Powered Journalism

Ms. Brandel, CEO and co-founder of Hearken, reported on the development of Hearken, a public-powered journalism platform that is driven by the public’s questions. It supports the ideas of promoting curiosity and listening and understanding the needs of the community.

Ms. Brandel reported on the benefits of involving the public in the journalistic process including: diverse story ideas; new editorial possibilities; and better reflection of the public in journalism coverage. Ms. Brandel reported that the public-powered process can strengthen audience engagement and in turn increase support for the station, which she saw happen at WBEZ in Chicago, where she launched the precursor of Hearken as a CPB-supported Localore project.

Ms. Brandel highlighted examples of the Hearken platform being used in the Chicago, Nashville, and other locations. The public input brings new perspectives and interesting topics to local journalism and can result in positive changes for the community. Public media stations that use Hearken are five times more likely to convert users to members, and 56 percent opt-in to station newsletters when given the option.

Discussion ensued about topic selection and the benefits and drawbacks of the public-powered journalism approach. Ms. Brandel reported that Hearken users display questions using various methods such as website sidebars, social media or on-air promotion. Newsrooms can curate the questions so that biased suggestions from, for example, special interest advocacy organizations, are filtered out. Data tracking from stations shows that this platform is growing stations memberships. Despite these positive results, it can be difficult to change the status quo of how journalism works, especially if a newsroom is used to a certain culture.

Ms. Sembler asked how much interest commercial media has shown in the platform. Ms. Brandel reported that Hearken is used in 150 newsrooms and of those, about two-thirds are nonprofit newsrooms including public media. Although public media was the first to adopt Hearken, both commercial and public media use the platform.

“Civics 101” – New Hampshire Public Radio (NHPR) Podcast on U.S. Civics

Ms. Gardella, president and CEO of New Hampshire Public Radio (NHPR), reported on the market size, mission and strategic goals of the station and their content campaign to increase the breadth and depth of NHPR’s local journalism. She reported that NHPR’s creative production unit, at the time headed by Maureen McMurray, came up with the concept of the “Civics 101” podcast, an example of how a small station can create compelling content.

Ms. McMurray reported that “Civics 101” was conceived as a response to the increased public interest in the political issues surrounding the election cycle. “Civics 101” initially planned to produce the podcast for only 100 days, using Hearken to gather questions of interest from the public. With support from CPB, “Civics 101” doubled production and increased outreach to educators and students.

Mr. Capodice reported that after gathering feedback from teachers, the “Civics 101” team created an Education Advisory Board to create appropriate teaching resources for classroom use. Mr. Capodice reported on outreach activities such as a student contest encouraging students to create their own podcast about a topic in civics. Another engagement activity involved students interviewing family members about civic engagement and sharing that interview with the “Civics 101” team.

Ms. McMurray reported that in 2015, after the launch of “Serial” began to popularize podcasts, the use of downloadable podcasts in the classrooms increased by 650 percent. Transcripts of “Civics 101” podcast episodes, available using a service called Listenwise, are also helpful tools in the classroom.

Mr. Capodice reported on “Civics 101’s” future initiatives including “Local Civics 101,” which is focused on state civics topics and involves partnerships with community organizations including the New Hampshire Historical Society.

Ms. McMurray reported that CPB provided important seed funding and helped make it more appropriate as a classroom resource. Ms. Merritt noted that CPB’s education team has been a valuable advisor as “Civics 101” has evolved into an education resource.

Chair Gilbert called for a break at 3:05 pm Eastern Time.

Public session resumed at 3:19 pm Eastern Time.

Public Media Stations in the Digital Age

Ms. Mrkoci introduced Tim Olson, chief digital officer at KQED. Mr. Olson reported on the transformation of audience listening and viewership through the use of digital technologies, and the effects on public media.

Mr. Olson reported on industry trends beginning with listening, noting that 93 percent of Americans tune into AM/FM radio each week. NPR has shown growth for five consecutive national rating periods and has 37.7 million weekly listeners. Its podcasts have 20.4 million unique monthly podcast users, and its online usage has 103.1 million global unique streams and downloads.

Mr. Olson reported on audience viewing habits, noting that television viewing has shifted dramatically toward streaming, or non-linear viewing, rather than scheduled programming, referred to as linear viewing. Networks including PBS are relying heavily on engagement in order to retain ratings. Mr. Olson compared content budgets across commercial media platforms and reported on the effects of increased audience choices for both television and radio content.

Mr. Olson reported on public media’s challenges and opportunities for adapting its content to the innovations in technology. For example, the use of artificial intelligence (AI) in the form of smart assistants, smart speakers and smart televisions is on the rise, and more devices allow for two-way interactions between listeners and their content. The public media system can use the technological advances of AI to increase data literacy, leverage data across the system, and invest in specific public media owned platforms where user data can be accessed.

Mr. Olson reported on various business models in the digital age. The ad model is declining, and 90 percent of digital ad revenue growth is going to Facebook and Google. However, voluntary contributions and reader-generated revenues are growing. KQED, The New York Times, and The Guardian’s business models have increased subscription revenue as well as their donor bases.

Mr. Olson recommended public media adopt “design thinking,” an audience-centric approach to addressing consumer needs. Programs like *Matter* fund innovative media ventures

based on human-centered design or empathy with the user perspective, and the development of a prototype to test solutions quickly. This audience-centric approach is part of the CPB-funded Digital Culture Accelerator Playbook.

Mr. Olson reported on the shifting role of local stations with the increase in audience-driven media consumption through digital platforms. Local stations are redefining their value to their audience and community and using digital tactics to increase audience engagement through news and reporting, community events and educational tools.

Mr. Olson reported on the Digital Infrastructure Program, which is public media's response to the evolving media landscape. As audiences turn more to digital media on multiple platforms, public media is aiming to build and strengthen its digital foundation to meet changing audience expectations, capture new revenue opportunities and retain the independent nature of the system. Mr. Olson reported on the framework of this inter-operable system and the importance of a single sign-on system. Benefits of this inter-operable digital infrastructure include: leveraging shared investments; collecting and managing data at scale; providing a unified view of the public media audience; and getting innovation to market faster.

Discussion ensued about location-specific content for digital users, data collection and protecting privacy. Mr. Olson noted that Amazon and Google have a significant role in determining what content is provided in response to user requests. Chair Gilbert asked about the effects of net neutrality on public media's efforts in the digital space. Mr. Olson reported that watching the mergers of media and technology companies is vital, as content providers and service providers are no longer separate and companies are now trying to have a full ecosystem of hardware and software.

Chair Gilbert thanked Mr. Olson for his report.

Executive Session

At 4:15 pm Eastern Time, executive session resumed. The meeting adjourned for the day in executive session.

[The minutes for these discussions are contained in the executive session record of July 16-17, 2018.]

Public Session

Public session resumed at 10:41 am Eastern Time on Tuesday, July 17, 2018.

Update on Education

Ms. Sanchez reported that digital technology is influencing the education space. CPB is committed to promoting educational content accessible through all platforms. It is important that producers create experiences for children that go outside of the classroom. Ms. Sanchez reported that public media continues to look at ways to better provide resources to teachers and parents, as they help children navigate the digital learning space. Ms. Sanchez reported that podcasting and student-driven, community engagement programs such as Student Reporting Labs (SRL) are innovative learning tools for public media.

Student Reporting Labs

Ms. Clapman reported on the development of SRL in 2009 as a way to reflect the voices of younger audiences in the news and media landscape. SRL is a project-based learning program focused on video storytelling, community journalism and civic engagement.

Ms. Clapman reported that studies show SRL positively affects student learning and growth by developing media production skills, increasing teamwork competencies and intellectual curiosity, and increasing media literacy analysis skills. SRL shifts participants toward high-quality news sources and increases civic engagement and commitment to volunteering and problem-solving. SRL and the SRL Academy, a week-long intensive journalism boot camp, help generate a career and internship pipeline through continued skill development and experience.

Ms. Clapman reported SRL is active in 42 states, 130 schools, and 47 public media stations with over 12,000 student participants. PBS NewsHour has aired 33 SRL-produced stories. Ms. Clapman reported on resources available to the participants including video journalism curriculum, STEM communication lesson plans, teacher training, professional development, and customized social media toolkits.

Ms. Davenport asked how public media stations get involved with SRL. Ms. Clapman reported that PBS NewsHour's SRL distributes a system-wide email and welcome packet explaining the initiative, its time commitment, and expectations. SRL then connects interested stations and mentor applicants with participating schools.

Mr. Ramer asked about the editing process. Ms. Clapman reported that SRL program managers set editorial deadlines, provide specific feedback on student reports, and apply industry standard editorial guidelines when working with the student reporters.

Mr. Husock asked whether SRL management suggest themes and local stories to the student reporters. Ms. Clapman reported that news story pitches are a collaborative process involving school, teachers, students, NewsHour mentors and the local community. Themes and story ideas are chosen from that input.

There were no further questions, and Chair Gilbert thanked Mses. Clapman and Sanchez for their reports.

Discussion of Goals and Objectives

This agenda item was deferred to a future board meeting.

Adjournment

The meeting adjourned at 11:22 am Eastern Time.