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Included Attachments:
Letter of Agreement (please sign and give to Nominating Committee Chair!)

Separate Attachments:
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Current Orientation Brochure
KGUN’s Bylaws
A History of KGUN’s Signal
Pacifica DVD

Ask the Board Secretary for:
Current KGUN’s Strategic Plan
Current Draft of Resource Development Plan
Recent Minutes
Current Budget Report
Board Member Contact Sheet
Dear new board member,

Thank you for your deepened commitment and service to KGNU, our community and the future of independent media.

The Nominating Committee and Board have prepared this New Board Member Welcome Packet to help you quickly adjust to being an active Board Member.

As a new Board Member, you are expected to be aware of some of the current issues being discussed and acted upon. Board members often work on specific projects that include long-range planning, fundraising, marketing, outreach and technology development. While we are interested in specific skills such as these, it is equally important that board members be enthusiastic, thoughtful, not have an “axe to grind” and relate to fellow Board members in a respectful, constructive way—particularly when offering criticism or differing viewpoints. As a new board member, try to speak positively, but not unrealistically of KGNU to members, volunteers, potential donors, lenders and future Board members. As an ambassador of the station, you are now part of its “public face”.

The Nominating Committee continues to seek members from the community who will broaden the cultural and ethnic diversity of the governing body of the station, so please be on the lookout for suitable candidates for KGNU’s Board.

As a new Board Member, you may be asked to vote at your first meeting on pressing issues facing the Board. Don't worry—if you feel you are not yet adequately informed about an issue, or need more time to consider, you can always abstain during a vote.

The information in this Welcome Packet does not supersede KGNU’s bylaws or policies.

Regards,

The Nominating Committee and Board of Directors of KGNU
MISSION STATEMENT

This mission statement is the guiding principle for the Board’s decisions.

Mission Statement
KGNU is an independent, non commercial community radio station licensed in Boulder and Denver and dedicated to serving its listeners.
We seek to stimulate, educate and entertain our audience, to reflect the diversity of the local and world community, and to provide a channel for individuals, groups, issues and music that have been overlooked, suppressed or under-represented by other media.
The station seeks to expand the listening audience through the excellence of its programming without compromising the principles stated here.

Organization
KGNU depends on community volunteers, coordinated by paid staff, to produce quality programming. It relies on its audience for financial support. The Board of Directors of the Boulder Community Broadcast Association, Inc., is the licensee and is legally responsible for the conduct of station activities. The Board hires a manager who is responsible for managing the station and hiring other staff. The Board, Staff and Volunteers are committed to collaborating with each other.
WHO’S WHO AND WHAT’S WHAT

Addresses

www.kgnu.org

Main mailing / shipping address:
KGNU
4700 Walnut St.
Boulder, CO 80301-2538
303-449-4885
Fax number by request only.

Denver studio: Shipping only. No mail.
KGNU Radio
700 Kalamath St
Denver, CO, 80204
303-825-5468

Signal info

88.5 FM, 1390 AM, Translator: 93.7 FM, and of course kgnu.org online.
KGNU's first signal was 88.5 MHz FM. KGNU-FM. The transmitter is on Davidson Mesa, in Louisville, just North of South Boulder Road and East of McCaslin Blvd. The effective radiated power is 1300 W.
KGNU acquired an AM frequency from KJME: 1390 Khz AM. KGNU-AM. The digital transmitter is in Englewood. The power is 5000 W in the daytime, 139 W at night.
Additionally, KGNU is authorized to rebroadcast its signal through these FM translators: 93.7 MHz FM in Nederland with translator K229AC. So far, KGNU has not been able to find another frequency for its Fort Collins translator. As our translator had become useless, we turned it off to save rent money for the transmission site.

HISTORY

First day on air: May 22nd 1978.
Please read: http://www.kgnu.org/ht/history.html
WHAT’S EXPECTED?

- Board members must abide by the enclosed “Letter of Agreement”, in which you commit to volunteer at least 12 hours a month, not including board meetings.
- As a board member, you need to serve on at least one committee.
- Any board member who misses three consecutive meetings (not including special meetings) needs to have reasonable justification, or the absences may result in dismissal from the board.
- Being available between board meetings for continued discussion and actual work is part of being a board member. Please make sure your email or voicemail is properly functioning and that you check it regularly.
- The board should remain focused on matters of policy. The Station Manager is responsible for managing the station and hiring other staff. The board does not influence or determine the station’s programming.
- Please take the time to read and be familiar with the bylaws. [http://kgnu.org/board/bylaws.html](http://kgnu.org/board/bylaws.html) online or a printed copy.
- As with on-air personalities, the board, as ambassadors of KGNU, must refrain from endorsing politicians and the like. See 501(c)(3) definition in back under Miscellaneous Tidbits.
- We ask that all board members be good listeners, respectful of others’ opinions, and endorse the station’s mission.
- The Chair (or the person appointed by the chair) runs board meetings. The meeting follows an agenda that is set ahead of time by the Executive Committee, which is comprised of elected officers: Chair, Vice Chair, Treasurer, Secretary and the Station Manager. There is a point to add agenda items at the beginning of the meeting when the agenda is approved, or at the very end of the meeting in the “Other Business” section.
- To add something ahead of time to the agenda for the upcoming meeting, simply email the Board or the Executive Committee or ask one of the Officers to consider adding it.
- No board member should vote on a matter in which he/she has a conflict of interest. If you think you may be in conflict over something, you should abstain from voting on it.
- Treat information in emails carefully. At any point, someone could forward an email to a larger group or a message board. Be careful to read over your emails before sending. Check that you have the correct addressees. Be careful when using “reply” and “reply all”.

Revised Jan 2013 by A • page 5
**DID YOU KNOW?**

- The board is fiscally responsible for the station, because the board is the legal owner.
- The station has Board Liability Insurance to protect individual board members from being sued for statements, acts and stances made as board members.
- The board itself is subject to scrutiny and may be held accountable as a body.
- Public Exposure: Minutes (which sometimes include comments made by board members) are made public, and are posted on KGNU’s website.
- Your first term ends in 3 years, at which point you may wish to continue on for a second term, with a maximum service of 6 years.
- The bylaws were ratified in January, 2006. They were updated and rewritten to reflect the current understandings and structure of the station at the time. The bylaws are an important resource for information about KGNU’s procedure and structure.
- Nominating Committee welcomes your input on new potential board members—but keep in mind that your recommendations do not guarantee anyone a place on KGNU’s board—recommendations are subject to a review process by Nominating Committee and the board.
- KGNU has Games Manager and a license, which is re-issued by the Secretary of State each year so KGNU can conduct raffles (and Bingo) legally. Quarterly statements are filed.
- Special Meetings. Special meetings of the board of directors may be called by or at the request of the chairperson or a majority of board members. The person or persons authorized to call special meetings of the board of directors may fix any place, either within or outside Colorado, as the place for holding any special meeting of the board of directors called by them. A minimum of five days notice shall be given. The agenda of any special meeting shall be limited to that listed in the notice. Public notice must also be given.
- Emergency Meetings. If two-thirds of the Board consents in writing to any action to be taken by the board, such action shall be valid. (Read more in the Bylaws, Article V)

*This section was written by KGNU’s Nominating Committee.*

- Usually, the board, staff, and volunteers will have an off-site annual retreat, followed the next day by a staff and board closed review. The retreat is an opportunity to work through specific issues as a group, to engage in future planning sessions, "visioning", or other group processes involving feedback loops, and/or participate in seminars, production or leadership trainings, etc. Usually the board and Station Manager discuss and decide upon the timing and content of the retreat.
- At the annual meeting in November, KGNU staff members report to the board and the nominating committee presents a new slate of officers. The annual meeting has a different tone because of the staff reports and the higher attendance by the KGNU volunteers and the general public.
GUIDELINES FOR CONDUCT

for the Board of Directors of the Boulder Community Broadcast Association (dba KGNU Radio)

As a 501 (c)(3) not-for-profit corporation incorporated in the State of Colorado, the Board of Directors of the Boulder Community Broadcast Association (dba KGNU Radio) is committed to maintaining the highest standard of conduct in carrying out its fiduciary duties in pursuit of its mission. What follows is a compilation of guidelines for conduct for the Board, with references to other KGNU documents included. LOA stands for Letter of Agreement, MS stands for Mission Statement, RROO stands for Roberts Rules of Order, and BL stands for Bylaws.

Bylaws and Policies

- Be aware of and abide by the bylaws, rules and regulations of KGNU Radio and policies of the corporation. (LOA)
- Ensure that KGNU complies with all laws, regulations and contractual requirements. (LOA, MS, BL 3.1)
- Respect and support the duly made decisions of the Board in accordance with their fiduciary duties. (LOA, MS, BL 6.5, 8.4, all of article 9)
- Work diligently to assure that the Board fully assumes its role as a policy-making, governing body. (LOA, MS, RROO)

Informed participation

- Attend most meetings of the Board and assigned committees. (LOA, BL 4.2, 4.2.1, 4.4 and 5.5)
- Keep well informed of matters, including financial, that come before the Board. (LOA, BL 3.1)
- Constructively bring to the attention of other Board members and the Station Manager any questions, personal views, opinions and comments of significance on relevant matters of governance. (MS)
- Appropriately challenge those binding decisions that violate the legal, fiduciary, or contractual obligations of KGNU. Oppose, on the record, Board actions with which one has serious disagreement. (RROO)
- Do not commit to others or self to vote a particular way on an issue before participating in a deliberation session.
- Act in ways that do not interfere with the duties or authority of the staff. (LOA, MS, BL 3.1)

Conflict of Interest, Representation and Confidentiality

- Represent the best interests of KGNU and declare any duality or conflicts of interest (e.g. financial, sexual) which may be perceived as impeding the capacity to deliberate in good faith. (BL 5.7)
- Conform to any procedures for conflicts of interest and disclosure. (BL 5.7)
- Do not seek or accept any financial advantage or gain as a result of Board affiliation.
- Do not publicly deride the duly made decisions of the Board.
- Speak positively but not unrealistically of KGNU to members, volunteers, and potential donors, lenders and future Board members. Limit negative criticism to people who can be trusted to maintain confidentiality (therapists, ministers, spouses, partners, close confidantes, consultants).
- Do not take any public position representing KGNU on any issue that is in disagreement with the official position of KGNU.
- Do not use Board affiliation to promote or endorse political candidates or parties. (BL 5.7)
- Maintain confidentiality of information obtained as a result of Board service when necessary.
Keep information confidential only when and as long as necessary (such as personnel issues or to incubate an idea), making it available to all whenever possible to maintain transparency. Do not use the shield of confidentiality for personal attacks or the spreading of rumors.

**Interpersonal**

- Speak clearly, listen carefully to, and respect the opinions of fellow Board members, staff, donors, lenders and volunteers.
- Promote collaboration and partnership among all members of the Board.
- Maintain open communication and an effective partnership with the Board's officers and committee leadership.
- Be "solution focused," offering criticism only in a constructive manner.
- Avoid personal attacks, gossip, and "cliques." (BL 4.2)
- Do not filibuster to delay a vote, or use parliamentary procedures to shut down necessary debate or discussion. (RROO)
- After due deliberation and a reasonable effort to develop consensus, allow each issue to come to a vote, and then accept the democratic outcome of each vote.
- Develop and improve knowledge and skills to enhance one's abilities as a Board member.

*The Guidelines for Conduct were developed in 2007 by the Board and adopted as an “agreement”.*
KGNU’s CONTRIBUTION POLICY

Mission and Policy Statement
KGNU is dedicated to educate and entertain our listeners and reflect the diversity of the local and world community while representing people and ideas that are not found in other media. We will not solicit or accept contributions from sources whose practices KGNU deems unacceptable or contrary to the values implicit to KGNU’s mission. The Contribution Statement is meant to encourage discussion and facilitate KGNU’s donation process.

Core Standards
We should seek and accept funds that are clearly in alignment with, and do not compromise, our mission and also give us flexibility in their use. We will honor contributors in appropriate ways remembering that all donors—whatever their contribution—are valued at KGNU.

The development committee will create a list of prospects meeting the guidelines for committee and station manager feedback. Should any reviewer identify a substantial concern with a funder’s alignment with KGNU’s values, policies and procedures, the development committee will discuss removing the funder from our prospect list.

KGNU will attempt to see funders that are actively involved in the communities in which they reside, yet not exclude national or international funders whose actions are consistent with the KGNU mission.

KGNU has identified qualities for potential businesses, individual donors and foundations:

- Corporations with women and minorities in management positions and on the board of directors with progressive policies regarding purchasing or investing in women- and/or minority-owned businesses; with progressive policies regarding hiring programs for the disabled; and with progressive policies regarding GLBTQ individuals in the workspace. We shall avoid companies with a pattern of discrimination based on race, gender/gender identity, religion, disability, or sexual orientation.
- Corporations that show respect for the natural environment in their ways of conducting day-to-day business. We shall avoid corporations that frequently or consistently violate federal, state and local environment regulations.
- Corporations that pay fair wages, support human rights (particularly those of indigenous peoples), and protect the environment when they operate in less developed countries.

To identify corporations to solicit for support, we will look to corporations on the Domini Social Equity Fund list, corporations meeting the Citizen Fund Social screens, and corporations meeting the Council on Economic Priorities’ corporate conscience standards.

We will not accept money from corporations or companies whose primary source of revenue is from the military and weapons production.

In all of our fundraising, we will strive to be transparent and respect confidentiality; to avoid conflicts of interest, we ask that committee members, board and staff recuse themselves from decisions on accepting money when they have a personal association with a contributor.

This Contribution Policy was written and adopted by the Board circa 2006 to clarify policy and facilitate the donation process.
POWERS AND DUTIES OF THE BOARD

The Board of Directors shall manage the business and property; provide for the operation of the broadcast facilities; make decisions of policy; employ, appoint, or remove employees, agents, and representatives to carry out the purposes of the corporation; and shall do all other things in the management of the business, property, and affairs of this corporation necessary to carry out its purposes, including delegating any management responsibility to the Station Manager as the Board may deem appropriate.

DUTIES OF OFFICERS

Chair of the Board
The Chair of the Board (hereinafter referred to as “Chair”) shall preside at all meetings of the Board. The Chair has the power to appoint members and the Chairs of committees that may be created from time to time. The Chair shall perform such other duties as may be assigned by the Board. The Chair may be required to sign legal documents on behalf of the corporation.

Vice-Chair of the Board
The Vice-Chair shall perform the duties of the Chair in case of the Chair’s absence or inability to act. The Vice-Chair may be required to sign legal documents on behalf of the corporation.

Secretary
The Secretary shall maintain the corporate records, prepare and serve the corporate notices, keep the minutes of all meetings of the Board of Directors, sign such instruments as require the signature of the Secretary, and perform such other duties as from time to time may be assigned by the Board.

Treasurer
The Treasurer shall oversee the financial books and records of the Corporation. The Treasurer will also serve as the Chair of the Budget Committee, and make an annual report to the Board on the financial health of the organization. The Treasurer may be required to sign legal documents on behalf of the corporation.

Station Manager
The Station Manager shall be hired by and report to the Board of Directors. The station manager shall have the responsibility and authority for the day-to-day administration of the business of the station under general supervision of the Board of Directors. The Station Manager’s duties shall be governed by the provisions of his or her contract of employment with the Corporation. The Station Manager shall serve as an ex-officio (nonvoting) member of the Board of Directors.

This section is from the Bylaws.
DUTIES OF THE STAFF

Station Manager
Responsible for the station, matters of personnel, budget and fiscal decisions, policy implementation, day-to-day operations, and maintaining the integrity and direction of the station.

Operations Director
Administers, supervises and performs operations activities including assisting volunteers and other staff with technical operations and technical or operator problems at KGNU. Sees that equipment is operating smoothly and efficiently and acts as liaison with Denver studio.

Membership Director
Administers, supervises, and performs activities related to our Members, including pledge drives. Maintains the database (Memsys), tracking members and producing reports. Tracks all monies that come into the station, marking account numbers, preparing deposits and maintaining records.

News Director
Responsible for managing the news department and its operations, including: personnel, selection and editing of news stories, local and national public affairs programming and coordination with the public affairs committee.

Associate News Director
Assists News Director with news department tasks, produces segments, coordinates segment creations and field recordings, interviews, etc.

Music Director
Manages new DJs, their training and, once on-air, and their rotations. Coordinates with record labels and brings in new music, reports to industry tracking companies re: ASCAP and BMI, maintains playlists and tracks music playing, monitors DJ’s on-air behavior and provides feedback. Serves on Programming Committee.

Development Director
Administers and supervises activities related to the analysis, planning, implementation, control and evaluation of fundraising activities to successfully execute a diversified funding program. Develops and implements fundraising action plans.

Community Relations Director
Administers, coordinates, supervises and performs community relations. Creates partnership agreements with promoters and producers for “KGNU presents” events. Coordinates outreach activities by volunteers and staff to promote KGNU, creating partnerships with nonprofits in KGNU’s listening area. Administers underwriting for products and services received by KGNU.

Denver Production Manager
Manages the Denver studio, oversees scheduling, security, operations, and pledge-drive fulfillment coordination.

Training Coordinator
Schedules and administers Radio Training Classes.

For full job descriptions, please see the Station Manager.

This section was drafted by the Station Manager and Nominating Committee.
A FEW WORDS ABOUT CONSENSUS AND COLLABORATION

From the KGNU Mission Statement:
“The Board, Staff and Volunteers are committed to collaborating with each other.”

In general, KGNU uses a consensus model of decision-making. Some may find it vexing and slow, while others find it friendly and thorough. Each group of people that becomes the Board will have its own style of decision-making, but with an emphasis on the collaborative process. For the most part, at each committee meeting and in many board meetings, consensus is the norm. Votes are still taken when an official vote is needed. However much of the business on the agenda is handled without a vote when there is consensus.

Consensus includes:
Multiple concerns and information are shared until the sense of the group is clear. Discussion involves active listening and sharing information. We limit the number of times one asks to speak to ensure that each speaker is fully heard. Ideas and solutions belong to the group; no names are recorded. Differences are resolved by discussion. The facilitator identifies areas of agreement and names disagreements to push discussion deeper. The facilitator articulates the sense of the discussion, asks if there are other concerns, and proposes a “minute” of the decision. The group as a whole is responsible for the decision and the decision belongs to the group. The facilitator needs to determine if one who is not uniting with the decision is acting without concern for the group or is acting in selfish interest. Dissenters’ perspectives are embraced.

This section was borrowed from the Quaker model of consensus decision making.
PRINCIPLES OF COMMUNITY RADIO MANAGEMENT

By Marty Durlin, based on ideas developed at KGNU in consultation with Clover, circa 1999

Community radio should be:
Listener-sponsored, with direct funding from listeners providing most of the operating budget;
Volunteer-produced and people-powered, i.e. community volunteers program and administer the affairs of the station; and

Committed to a process based on these principles:

- **Open Door.** This means that the station is always accepting new volunteers. There is a simple form to fill out, a monthly orientation session to attend, and a simple process for getting involved, either on- or off-air. The door is also open for PSAs, citizen commentary and program ideas.

- **Open Meetings.** All meetings, including committee and board meetings, should be open. The only exception is when personnel issues must be discussed privately, grievance procedures, or staff meetings.

- **Equity.** This means that people are treated fairly, and that everyone is allowed the same chance to get involved with the station. Obviously, people are different; they have different interests, different schedules, different abilities. Our organizations should be flexible enough to accept (at the very least) eccentricity, and offer everyone the same basic opportunities.

- **Tolerance.** We need to have a basic standard of civility and respect that is observed at all times. We will have opposing views; we will come from different backgrounds, races, sexual preferences and age groups. The culture of the station should be open and accepting; we are all human beings.

- **Commitment to Collaboration.** This is actually part of KGNU’s mission, because we don’t see any other practical way of running the station. A community radio station—with more than 200 volunteers and 4,000 members who voluntarily step forward to contribute money—is necessarily a collaborative endeavor; it will not work unless we are committed to working together.

- **Face-to-Face Interaction.** There is no substitute for dealing one-on-one, in person, when a problem arises. Many times a brief, direct interaction will clear up a misunderstanding, resolve a conflict, or nudge someone toward the right path. If the problem is severe, it must be dealt with ASAP, and a solution found that hurts the station and the person in question the least.

Dealing personally and directly with problems when they arise is the best way to avoid huge blow-ups, tedious rules and regulations, self-righteousness, gossip and long-term dysfunction. Sadly, some people simply cannot function in our environments where cooperation and mutual respect are necessities; management has the right to terminate someone’s involvement, and the duty to do it in order to protect the station as a whole. In 12 years this has happened less than half a dozen times at KGNU; it should be done only when clear boundaries have been crossed, and never frivolously or out of personal vendetta.

- **Consensus.** This is not something that “just happens,” especially when the issue in question is controversial. Consensus requires lots of communication, open discussion and often a lot of disagreement at the outset. It requires a faith in the process and a belief that if the process is open and inclusive and fair, the best solution will be found. It doesn’t mean we can’t make mistakes. It doesn’t mean everyone will agree; it means that most of us agree and all of us are aware of different perspectives on an issue. It doesn’t mean someone else will take responsibility; it means all of us share the responsibility. It doesn’t mean there are no leaders; in my experience it is good to have someone who stops the buck, who formally takes on the responsibility of leadership in the organization.
If an organization has a progressive mission, it should have progressive management and organizational principles. The principles don't shape a perfect institution, but rather a functional one that at least attempts to value and inspire people's best work.

Twelve years of managing a community radio station indicate to me that most people (well over 90 percent) are creative and responsible in an environment that is open and encouraging. So leave the music library open. Allow new volunteers full run of the studios. Invite all volunteers to station retreats. Openly discuss crucial issues at board and committee meetings. Yes, there are some people who are destructive and irresponsible; depending on the degree, those people will likely have to leave. It is important not to abandon openness just because a small minority abuses it; deal with the person directly, don't change the principle.

If you employ good principles and process, you need fewer rules. One of the things that strike me after 27 years in community radio is the diverse, fecund, synergistic culture of brilliant, committed people who will produce great programming, repair any piece of equipment, or run a dynamic committee...if only we remain open and unfettered by bureaucracy.


In terms of formal organizational structure, most stations have a board, a paid staff, and a group of volunteers on- and off-air. The board holds the license of the station and must:

- observe the above-stated principles;
- be willing to attend board meetings, work on committees and projects for the station;
- believe in the mission of the station.
- Each paid staff member must like people, i.e. be a "people person";
- be a leader and teacher in his/her field who can inspire and instruct people according to their interests and abilities;
- interact well with the rest of the staff in a team effort;
- be willing to work long hours at certain times and walk out the door and forget it at other times;
- embody the principles set out above; and
- believe in the mission of the station.

Volunteers must

- follow the principles set forth above;
- observe the (hopefully few) station policies and pertinent FCC rules and regulations;
- attain standards set by mission and consensus; and
- believe in the mission of the station.

Hopefully volunteers will also bring to the airwaves or off-air work their creativity and passion. Hopefully they exceed the standards.

One of the best ways for the three groups within the station to act in concert is through committees. Ideally, all station committees will have board members, staff members and volunteers. Committee meetings should be open to anyone, ideas should be batted around, pushed, pulled and examined from every angle; and proposals should be argued and critiqued—all for the good of the station. Hidden agendas should be made open; egos and impulsiveness should be checked. Dissent should be thoroughly heard.
IDEAS FOR FUNDRAISING

Fundraising is an important Board responsibility, and you will be asked to participate in fundraising. Each person has different capabilities, and everyone can choose a creative way to participate. If you haven’t already done so, please consider which type of fundraising activity you would be interested in doing. The following is a list of tried-and-true as well as out-of-the-box methods for raising funds. Perhaps you’ll come up with some ideas of your own, as past Board members have done. The important thing is for you to commit to at least one way of bringing funds to the station:

- Donate item to silent auction, plant sale, or similar event
- Make a substantial (for you) donation each year
- Suggest authors, professors, performers, etc., to bring in to help promote fundraisers
- Contribute via workplace giving
- Solicit a matching grant or donation from employer (i.e. ‘workplace giving’)
- Attend concerts and lectures sponsored by KGNU
- Host a house party
- Ask family and friends to become members
- Offer a challenge grant during a membership drive
- Organize a silent auction, plant sale, or similar event alone, or as part of a committee
- Donate a vehicle
- Review concert and play programs, alum notices, letters to the editor, and annual reports of groups for names of those who might be interested in KGNU, then pass the names of those identified to staff for follow-up
- Donate stock
- Attend donor meeting with experienced fundraiser
- Ask a business to contribute goods, services, or cash
- Work on the website so that it is more tempting and user-friendly for donations
- Write a grant application, and/or conduct the research
- Participate with the Development or Events Committees
- Ask family or friends to increase their donation
- Organize a raffle, bingo, or other event in coordination with our Games Manager
- Suggest ways to use the station’s airwaves, expertise, or building to generate income
- Ask a KGNU supporter to increase their donation
- Your original, out-of-the-box idea for fundraising that is consistent with our mission!

This Section was drafted by the Nominating Committee.
GLOSSARY OF USEFUL TERMS (& ACRONYMS)

Annual Meeting: There shall be an Annual Meeting of the Board. At the annual meeting the election of Board Officers (see Article VII) shall occur and annual reports by staff members shall be presented. If no public notice is otherwise given, this bylaw shall constitute public notice that the Annual Meeting of the Board shall be on the second Tuesday of November at the principle address of the Corporation. The board may change the time or place of the Annual Meeting by majority vote, however public notice of 28 days is required for any alternative time or place for the Annual Meeting.

Bylaws: The KGNU Bylaws were subject to a 5-year intensive review and rewrite in order to bring them up to date, and provide clarity and consistency. The bylaws can be seen as “the final word” when points of contention arise about procedure and other technical matters. You will find more information about the Board, Board Membership and committees in the bylaws. Please take the time to read them.

CPB: The Corporation for Public Broadcasting; created by Congress in 1967 "to facilitate the development of, and ensure universal access to, non-commercial high-quality programming and telecommunications services." CPB provides funding to KGNU every year--provided that KGNU completes requisite forms--such as tabulation of volunteer hours, and donation of professional services. Website: http://www.cpb.org

Deproduction, DOM: Deproduction is a nonprofit in Denver specializing in production and progressive media training. KGNU's Denver Studio is located there, at 700 Kalamath Street. "The [denverevolution] Production Group exists to put the power of the media into the hands of the community by providing production services & media education to individuals and community-focused organizations." Denver Open Media is the new public access TV station, managed by Deproduction. http://www.denveropenmedia.org

Digital Conversion: Changing the transmitter so that it adds a digital version of our signal on top of the standard one. You need a special digital receiver to receive the digital signal. http://www.fcc.gov/mb/audio/digital/

Director: Also known as board member.

Executive Committee: consists of Officers of the Board and Station Manager. (Chair, Vice-Chair, Secretary, Station Manager, Treasurer). The Executive Committee may, from time to time, go into "executive session" to discuss issues of personnel and/or sensitive financial information. The Executive Committee meets prior to every Board meeting to determine the agenda.

Executive Session: A committee meeting restricted to committee members and specifically invited persons.

FCC: The Federal Communications Commission is a government agency "charged with regulating interstate and international communications by radio, television, wire, satellite and cable". Occasionally laws and policies are revised concerning media ownership and other rules, including implementation of localism and diversity mandates ensuring programming responsive to local community needs. The FCC renews KGNU's license to operate annually [2009] and can fine and or revoke the license of KGNU if it is out of compliance with its laws (for instance concerning the 7 Deadly Words). Website: http://www.fcc.gov

Games Manager: KGNU has a Games Manager (station volunteer) who receives training from Secretary of State and files quarterly accountings of any raffles (or bingo) activity. Licenses are renewed annually, for a small fee.

GILL: The Gill Foundation is the nation's largest funder focusing primarily on lesbian, gay, bisexual, and transgender civil rights. Established in 1994 by software entrepreneur Tim Gill, they have funded or partially funded KGNU projects and initiatives, such as KGNU's capital coverage. The Gay & Lesbian Fund for Colorado has a dual mission: to support Colorado nonprofit organizations that offer equal opportunity regardless of sexual orientation, and to raise public awareness of the contributions that gay men and lesbians make to society. http://www.gillfoundation.org
GRC: Grassroots Radio Coalition; founded by KGNU in 1996, a loose coalition of Community Radio Stations organizing yearly conferences around the country to discuss the state of community radio and activist media. KGNU has hosted four of the dozen conferences, and usually sends representatives to take part in panel discussions. Website: http://www.grradio.org

HICRIC: High Country Radio Coalition s/b HCCRC , “Hiccrick” (see RMCR), now obsolete, replaced by Rocky Mountain Community Radio (see http://www.rmcradio.org/)

KGNU member: Any person who is current in their membership dues and has been for the prior twelve months. (This definition is for purposes of the bylaws, to distinguish between a brand new KGNU member and a qualified KGNU member.)

Long Range Plan: see Strategic Plan

NFCB: National Federation of Community Broadcasters, an effective media lobbying and advocacy group dedicated to empowering community and independent radio station members and providing them with technical and legal support. The organization has a collective of attorneys and engineers who represent its members to more than 42 different regulatory and broadcast agencies. These organizations set policy and regulations, provide funds, and distribute programming. A primary concern is to represent the field of community radio before the CPB and FCC, and the United States Congress, to ensure continued funding and to protect local stations’ broadcast opportunities. Low power FM is another arena for which it strongly advocates, as microradio, such as the Prometheus Project, is gaining in local popularity and usefulness (such as during Katrina). Participant membership is based upon 1.1% of a station's yearly income, with a minimum of $200 and a maximum of $4,000. http://www.nfcb.org/

Nighttime Operation: The lowering of the power level of our AM transmitter when it's dark, to avoid interference to other stations at the same frequency around the country. http://www.fcc.gov/mb/audio/bickel/daytime.html

Officers are the board members who serve on the Executive Committee: Chair, Vice Chair (or two co-Chairs), Treasurer, Secretary, and the Station Manager.


PTFP: Public Telecommunications Facilities Program

Public notice: Certain actions of the board necessitate giving public notice. The bylaws defines public notice as: [Beginning] one week before the event and shall consist of (1) a posting on the station website, (2) broadcast twice a day during regular business hours for one week, (3) e-mail to volunteers, and (4) posting on station bulletin boards.

Resource Development Plan: (aka RDP) a document developed by Rich Male and KGNU Station Manager to aid the Capital Campaign.

Retreat: Each year, usually in January, a retreat is organized off-site, It addresses KGNU’s current challenges. Often a 3rd party facilitator and/or trainer is involved helping KGNU with its vision, goals, inter-personal communications and strategies.

RMCR: Rocky Mountain Community Radio; formerly known as HCRC (High Country Radio Coalition); a coalition of community radio stations across Colorado (with three in Utah and NM) working together “to strengthen member stations through collaborative efforts”. Stations include: KAIX Aspen, KIBUT Crested Butte, KDNK Carbondale, KDUR Durango, KGNU Boulder, KOTO Telluride, KRCC Colorado Springs, KRCL Salt Lake City, UT,KRFC Fort Collins, KRZA Alamosa, KSJD Cortez, KSUT/KUTE Ignacio, KUNM Albuquerque, NM, KVNF Paonia, KZMU Moab, UT Website: http://rmcradio.org

Roberts Rules of Order: A book of rules for presiding over a meeting; written by Henry M. Martin in 1876 and subsequently updated through many editions. RROO is the recognized guide to running meetings and conferences effectively and fairly.

Slate: The Slate of Officers is the roster of Executive Committee members of the Board. The slate is renewed and/or modified each year by the Board at the Annual Meeting in November.
Special Meetings: Special meetings of the Board may be called by or at the request of the chairperson or a majority of board members—but need five days notice and issuance of public notice as well. Special meetings may not stray from the agenda.

Strategic Plan (aka Long Range Plan): The Planning Committee produced the Strategic Plan as a way to provide KGNU and the Board a comprehensive vision for KGNU’s the future, to give some cohesive direction to the Boulder and Denver stations, and to define specific goals for the Board, Staff and volunteers to achieve. The Board adopted it in summer, 2007. It's a real To Do list for the Board, Staff and Volunteers.

Translator: A device that receives an FM signal and rebroadcasts it at another frequency, albeit at low power.

http://www.fcc.gov/mb/audio/translator.html#

WHATIS

Transmitter: A device that emits radio signals. In particular, a broadcast radio transmitter emits AM or FM signals at high power.

Volunteer: Any person who has made a contribution of service to the station, without compensation, that is recognized by the station staff. (Please note that a person can be a member without being a volunteer, or be a volunteer without being a member.)

Welcome Packet: A collection of quick overview documents for new Board members, with a glossary of terms, and the Board Member Letter of Agreement.

This glossary is a work in progress. Please send your edits and ideas to the Nominating Committee.

GLOSSARY OF VOTING TERMS

This section should provide an easy to understand overview of the Board's usual voting and/or consensus.

Abstention: Declining to vote, for whatever reason. Also known as a Blank Vote. It means you vote neither for nor against. You may use this because you can’t decide on the issue, or because you truly have no opinion one way or the other.

Blank Vote: see Abstention

Block (aka Hard No): A “block” is used when one feels the proposed actions are against the interests of the group and should in no case be taken. If a consensus model (please see “A Few Words about Consensus and Collaboration” in this packet) is being used, a “block” could stop the vote dead in its tracks and make the Board go back to the drawing board.

Closed Meetings: The Board may need to go into Executive Session, aka Closed Meeting, to discuss sensitive issues, such as personnel or finance. Board may invite or request attendance by non-board members. Also see Open Meetings and Executive Session.

Collaboration: The process of working together in pursuit of common objectives.

Conflict of Interest: No board member shall vote on a matter in which he/she has a conflict of interest. Rulings on a board member’s conflict of interest in any matter pending before the board shall be made by the Legal Counsel to the Corporation. Where a conflict is possible, the board member shall abstain from voting on the matter in question.

Consensus: A feeling within a group that its conclusion represents a fair summary of the conclusions reached by the individual members of the group. Each individual accepts the group's conclusion on the basis of logic and feasibility.

Consent (aka Soft Yes): Use this to state that you agree substantially with the proposed actions yet you have concerns or misgivings that need to be acknowledged by the group. Consent usually means that you will participate in the implementation of the decision.

Executive Session: A committee or Board meeting restricted to its members and specifically invited persons. See also Closed Meetings and Open Meetings.
Ex-officio: This means that the person can hold a position by virtue of another position that they hold. In this case, the Station Manager is a Board Member and Officer by virtue of their position as Station Manager. However at KGNU, the Station Manager’s Board Membership is a non-voting position.

Hard No: see Block

Majority: More than half. For example, if there are 10 board members total, and 6 are present (Quorum), then 4 would be a Majority.

Two-Thirds of the Full Board: In the bylaws, there are a few votes that are valid only if they pass by a vote of two-thirds of the full board. A full board of 12 would need 8 for a two-thirds of the full board vote, for example.

Open Meetings: All meetings of the Board of Directors and its committees shall be open to the public, except when issues of a sensitive personnel or legal nature are being discussed. For example, issues of personnel or certain financial matters may require closed meetings. See also Executive Session and Closed Meetings.

Paper Vote: The votes are collected on paper and counted by the Secretary. This is a way to vote anonymously.

Procedure: Rules for procedures shall be established by a vote of two-thirds of the Board of Directors present. If the Board fails to adopt a rule covering any point of procedure that may arise, Robert’s Rules of Order will govern.

Quorum: The Board meeting cannot start until a quorum is present. At each meeting of the board the presence of greater than one-half of the board members then holding office shall be necessary to constitute a quorum for the transaction of business. The acts of the majority of board members present shall be the acts of the Board unless otherwise stated in these bylaws

Roberts Rules of Order: A book of rules for presiding over a meeting; written by Henry M. Martin in 1876 and subsequently updated through many editions. RROO is the recognized guide to running meetings and conferences effectively and fairly. “If the Board fails to adopt a rule covering any point of procedure that may arise, Robert’s Rules of Order will govern,” KGNU Bylaws, Article 5.8.

Soft Yes: see Consent

Stand aside: Use this to state that although you have misgivings about the proposal, they are personal, and you will not interfere if the group moves forward. Standing aside usually implies that you will not participate in implementation.

Unanimity: Not the same thing as consensus. A vote is taken and everyone votes Yes.

Voting: Each board member shall have one vote and may not exercise voting rights by proxy. All matters shall be determined by a majority vote unless otherwise specified herein or required by Board rule. However, the Board may agree to certain circumstances, such as allowing attendance by phone and voting, or having to leave early and leaving your vote with the Secretary. This may be handled on a case-by-case basis.

GLOSSARY OF FISCAL TERMS:

Balanced Budget
Break Outs
Budget:
Capital Budget
Expenses
Fiscal Year: begins on the first day in October of each year and ends on the last day of September. The Annual Budget covers this time period, and reflects, among other things, whether the station is in line with any estimated cash flow projections.
FY
Gap
In Kind
“in the red” / “in the black”
Income
Operating Budget
Pro Rata
Pro-Rated Budget
Quarter

The Voting Terms and Fiscal Terms glossaries are works in progress. Please send your edits and ideas to the Nominating Committee.
OUTSIDE RESOURCES

RMPJC: Rocky Mountain Peace & Justice Center, local, providing services for nonprofit consensus and facilitation.
303-444-69-6981
GRC mail list

MISCELLANEOUS TIDBITS

US Constitution, Bill of Rights, Amendment I:
Congress shall make no law respecting an establishment of religion, or prohibiting the free exercise thereof; or abridging the freedom of speech, or of the press; or the right of the people peaceably to assemble, and to petition the government for a redress of grievances.

What does 501(c)(3) Mean?
Exemption Requirements
To be tax-exempt under section 501(c)(3) of the Internal Revenue Code, an organization must be organized and operated exclusively for exempt purposes set forth in section 501(c)(3), and none of its earnings may inure to any private shareholder or individual. In addition, it may not be an action organization, i.e., it may not attempt to influence legislation as a substantial part of its activities and it may not participate in any campaign activity for or against political candidates.
Organizations described in section 501(c)(3) are commonly referred to as charitable organizations. Organizations described in section 501(c)(3), other than testing for public safety organizations, are eligible to receive tax-deductible contributions in accordance with Code section 170.
The organization must not be organized or operated for the benefit of private interests, and no part of a section 501(c)(3) organization's net earnings may inure to the benefit of any private shareholder or individual. If the organization engages in an excess benefit transaction with a person having substantial influence over the organization, an excise tax may be imposed on the person and any organization managers agreeing to the transaction.
Section 501(c)(3) organizations are restricted in how much political and legislative (lobbying) activities they may conduct. For a detailed discussion, see Political and Lobbying Activities. For more information about lobbying activities by charities, see the article Lobbying Issues; for more information about political activities of charities, see the FY-2002 CPE topic Election Year Issues.
Maps from radio-locator.com, updated Jan 2013.

KGNU 88.5FM Coverage

Coverage Pattern for KGNU-FM

© 2013 radio-locator.com
1390AM Daytime

1390AM Nighttime
BOARD MEMBER LETTER OF AGREEMENT

This is a letter of agreement between ________________________________ (print name) and the Boulder Community Broadcast Association, Inc. (dba KGNU) and the staff and volunteers of KGNU for the position of Board Member for the term

______________________________ to ________________________________

(start of term) (end of term)

Powers and Duties, BCBA Bylaws, Article III, Section 3.1: The affairs of the Corporation shall be controlled and managed by its Board of Directors, except as otherwise provided in the Colorado Corporation Code or the Articles of Incorporation. The Directors shall manage the business and property; provide for the operation of the broadcast facilities; make decisions of policy; employ, appoint, or remove employees, agents, and representatives to carry out the purposes of the corporation; and shall do all other things in the management of the business, property, and affairs of this corporation necessary to carry out its purposes. Nothing contained herein shall prevent the board from delegating any management responsibility to the Station Manager as the Board may deem appropriate.

By signing this letter, the Board Member agrees to

· Read the BCBA Bylaws, and the KGNU Mission Statement,
· Review Board minutes for the past year,
· Know how to locate public documents kept by BCBA.
· Attend all Board meetings or explain absence in advance to the Board Chair,
· Keep current on KGNU by reading the e-mails to Board and Volunteers, by reading the program guides, and by listening to as many KGNU programs as possible,
· Leave the place of the Board meetings clean and orderly,
· Volunteer at least 12-20 hours per month at or for KGNU, which includes committees, outreach, office work, events, fundraising, and so on,
· Sit on at least one committee, and
· Participate in all fund drives.

Accepted:

________________________________________ Date

Board Member

________________________________________ Date

Board Chair, Co-Chair or Vice Chair

________________________________________ Date

Station Manager (for staff and volunteers)

source: BCBA bylaws