

**A GUIDE TO THE ARCHIVES OF  
NATIONAL PUBLIC RADIO  
SUBGROUP I: BOARD OF DIRECTORS**

National Public Broadcasting Archives  
University of Maryland Libraries

Processed by: Karen E. King  
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22.5 lin. ft.

## ADMINISTRATIVE HISTORY

National Public Radio began in 1970 out of America's educational radio stations' need for a national interconnected public radio system. In the late 1960's, educational radio stations were weak, diverse and had no major support force that paralleled educational television's support from the Ford Foundation. Meanwhile, the National Association of Educational Broadcaster's National Educational Radio Network performed a long and useful service, but it was not a radio version of National Educational Television. In addition, the radio stations also saw a need for national productions as they moved toward interconnection. Finally, the National Educational Radio (NER) division of the National Association of Educational Broadcasters (NAEB) was also passed over for a new operation and new image for radio.

At a 1968 planning conference, Hartford Gunn delivered the paper "A Model for National Public Radio System," which gave an early glimpse of what would later become National Public Radio (NPR). Gunn's recommendations for a national public radio system were similar to his views on public television. These recommendations included creating a nucleus of five to eight stations which would determine network policies, provide production facilities and become the key affiliates with a central staff in Washington, DC. The Corporation for Public Broadcasting then commissioned Sam Holt in late 1968 to study noncommercial radio resources throughout the country. Holt's "Public Radio Study," finished in the spring of 1969, provided recommendations for building a revitalized public radio network.

In May 1969, the Corporation for Public Broadcasting (CPB) hired Al Hulsen to be the first Director of Radio Activities. Hulsen and colleagues first developed minimum criteria for stations to qualify for funding from CPB. One of Hulsen's main objectives was to organize noncommercial radio stations into a national system that was not a remodeled version of National Educational Radio. Hulsen announced plans for formation of NPR in November 1969 featuring a news and public affairs magazine on the air. In December 1969, CPB held regional planning meetings and elections for the National Public Radio Planning Board. Station representatives chose the first six members who then selected three others at the first meeting in San Diego in January 1970. During this meeting, the managers sketched the outlines of NPR which was then incorporated on March 3, 1970.

The early structure of NPR's Board of Directors roughly paralleled that of the Public Broadcasting Service: fourteen directors - nine representing stations, two representing CPB and NPR, and three from the general public. The next major change to the Board came from the merger of NPR with the Association of Public Radio Stations (APRS) in May 1977. These changes included more public

participation on the board. The role of the public members was to provide an outsiders' perspective on the issues.

NPR's Board of Directors retains a parity between manager and public members. Also, the organization's CEO is considered a peer as a board member. The composition of the Board includes many committees, some permanent and some ad-hoc over the years. These committees include the Executive Committee, Membership Committee, Programming Committee, Finance Committee and the Technology/Distribution Committee. Current committees as of July 1998 include the Distribution/Interconnection Committee, Membership Committee, Finance and Administration Committee, Strategic Planning and Technology Committee, Committee of the Whole and the Committee on Directors.

## **SCOPE AND CONTENT**

The Archives of National Public Radio: Board of Directors Files span the years 1969 to 1988, with the bulk of the materials dating from 1970 to 1980. The papers include correspondence, financial records, minutes, and reports which document the activities of the Board of Directors and its committees during this period.

The collection consists of two series and several subseries:

Series 1: General Files

Series 2: Committee Files

Subseries 1: Executive Committee

Subseries 2: Long Range Planning and Legislation Committee

Subseries 3: Membership Committee

Subseries 4: Planning and Priorities Committee

Subseries 5: System Structures and Services Committee

Subseries 6: Technology/Distribution Committee

## **PROVENANCE**

The Archives of National Public Radio: Board of Directors Files was donated to the University of Maryland Libraries as part of a larger donation in 1991.

## SERIES DESCRIPTIONS

### Series 1: General Files, 1969-1988 (7.5 lin. ft.)

This series documents the activities of the Board of Directors from 1969 to 1988. Types of materials include correspondence, minutes, lists of members, and reports. Interspersed among the minutes are board books which are materials distributed for upcoming meetings. Topics include by-laws, programming issues through reports from the Programming Committee, finances, and relationships with other organizations. The documents are arranged alphabetically by topic or type, and chronologically within the board books and minutes.

### Series 2: Committee Files, 1971-1986 (13.0 lin. ft.)

#### *Subseries 1: Executive Committee, 1971-1986*

The Executive Committee of the Board of the Directors consists of the board's Chair, Vice Chair and two other directors, with occasionally, one or more staff members present for support. The purpose of the Executive Committee has been to supervise operations and activities of National Public Radio between meetings of the Board of Directors or as otherwise determined by the Board of Directors. Issues considered by the Executive Committee included by-laws, board policies, and financial issues. The documents are arranged chronologically.

#### *Subseries 2: Long Range Planning & Legislation Committee, 1973-1986, nd*

The Long Range Planning & Legislation Committee began October 1978, succeeding earlier committees such as the Long Range Planning Committee (1973-1974), the Program Policy and Corporate Planning Committee (1974-1976) and the Legal and Legislative Committee (1973-1974). Planning issues documented these committee files include development of long range funding in both federal and non-federal support, and extension of radio services to wider audiences. Legislative issues primarily center around FCC activities in various areas such as children's programming, engineering standards for educational broadcasting stations and part-time programming by minority groups. The files also include project papers of the Audio Services Through Cable and Other Technologies (ASCOT) task force which was a special project of NPR's Planning and Research Department. The documents are arranged with the minutes first chronologically, and then alphabetically by topic.

*Subseries 3: Membership Committee, 1971-1987*

The Membership Committee's purpose is to formulate and recommend membership qualifications. The topics, which are described in the minutes and other documents, include criteria for station membership and the issue of program access for non-members. The documents are arranged alphabetically by topic or type, and then chronologically.

*Subseries 4: Planning & Priorities Committee, 1984-1989*

The Planning & Priorities Committee's purpose was to develop and recommend long-range objectives for NPR, advising the Board regarding the appropriateness of major decisions in terms of these objectives. Activities of the Committee included updating the board procedures handbook, setting policies concerning issues like membership criteria and parliamentary procedures. In 1986, the Audience Building Task Force was created with the goal of doubling the audience by 1990.

This subseries documents the activities of the Planning & Priorities Committee from 1984 to 1989. It is arranged starting chronologically with the minutes, and then alphabetically by topic and then either alphabetically or chronologically within each topic.

*Subseries 5: System Structures & Services Committee, 1983-1984*

This subseries documents the activities of the System Structures and Services Committee from 1983 to 1984. The committee, created November 1983 by NPR Board Chair Don Mulally as a Select Committee on System Structures and Services, had the charge of determining the future of NPR's structure and services in the aftermath of the 1983 financial crisis through an open inquiry of station input via ballots. The committee's summaries were presented at "The Future of National Public Radio: Structures and Services" conference in February 1984.

Types of documents include correspondence, conference materials and ballots and are arranged alphabetically by topic or type.

*Subseries 6: Technology/Distribution Committee*

This subseries documents the activities of the Technology/Distribution Committee. Types of documents include minutes, budget materials, reports and related

legislative materials. Topics include satellite interconnection, program scheduling, the Public Telecommunications Facilities Program and the responsibilities of the Distribution Division. The committee began in 1978 with planning for satellite programming which began October 1, 1979. The materials are arranged with the minutes first chronologically and then alphabetically by topic or type.

### SERIES 1: GENERAL FILES

Box	Folder	
1	1	Articles of Incorporation 1970
	2	Board Lists 1978-1983
	3	By-Laws Amendment 1979
		Correspondence
	4	1981-1983
	5-8	1986 (4f)
	9-11	February-August 1987 (3f)
	12	Fair Share Parity 1978
		Minutes/Board Books
	13	Schedule of Board of Directors and Executive Committee Meetings 1969-1977; 1980-1982
	14	December 1969-February 1970
	15	March 3, 1970 (Meeting of Incorporation, First Meeting of Directors, First Meeting of Members):
	16	April 1970, June 1970
	17	September-November 1970
	18	December 1970, March 1971, May 1971
	19	June 1971, November 1971, February 1972, April 1972
	20	May 1972, August 1972, November 1972, February 1973
	21	February 1973, May 1973
	22	July-August 1973
	23	November 1973
	24	March 1974: Minutes, Annual Business Meeting
	25	May 1974: Board Book, Minutes; August 1974
	26-28	November 1974: Board Book, Minutes (3f)
	29-32	February 1975: Board Book, Minutes (4f)
	33	March 1975: Board Book, Minutes, Annual Business Meeting
	34-37	May 1975: Board Book, Minutes (4f)
	38	August, 1975: Board Book, Minutes
	39	December, 1975: Board Book, Minutes
	40	March 1976: Annual Business Meeting, April 1976, June 1976
	41	August 1976, October 1976, December 1976

Box	Folder	
		Minutes/Board Books
1	42	March 1977, May 1977
	43	May 1977: Annual Meeting of Members, July 1977
	44	September, 1977
	45	December 1977, January 1978, March 1978
		Minutes/Board Books
2	1-4	March 1978: Board Book, Minutes (4f)
	5-7	May 1978; Board Book, Minutes (3f)
	8-10	August 1978: Board Book, Minutes (3f)
	11-12	October 1978: Board Book, Minutes (2f)
	13-15	January 1979: Board Book, Minutes (3f)
	16-19	May 1979: Board Book, Minutes, Annual Membership Meeting (4f)
	19a	Board Action Format - July 1979-1981
	20-22	August 1979: Board Book, Minutes (3f)
	23-24	October 1979: Board Book. Minutes (2f)
	25-27	January 1980: Board Book, Minutes (3f)
	28-30	March 1980: Board Book, Minutes, Annual Membership Meeting (3f)
	31	June 11, 1980
	32-34	July 1980: Board Book, Minutes (3f)
		Minutes/Board Books
3	1-3	October 1980: Board Book, Minutes (3f)
	4-6	January 1981: Board Book, Minutes (3f)
	7-9	April 1981: Board Book, Minutes, Annual Membership Meeting (3f)
	10-13	July 1981: Board Book, Minutes (4f)
	14-17	October 1981: Board Book, Minutes (4f)
	18-22	January 1982: Board Book, Minutes (5f)
	23	February 1982, April 1982
	24-25	April 1982 Public Radio Conference (2f)
	26	April 21, 1982 - Annual Membership Meeting
	27-29	April 22, 1982: Board Book, Minutes (3f)
	30-34	July 1982: Board Book, Minutes (5f)
	35-36	August-September 1982 (2f)
	37-38	October 1982: Board Book, Minutes (2f)
	39	December 1982
	40-41	January 1983: Board Book, Minutes (2f)

Box	Folder	
		Minutes/Board Books
4	1	March 11, 1983 - Executive Session; Regular Session
	2-5	April 1983: Board Book, Minutes, Annual Membership Meeting
	6-7	May-June 1983 (2f)
	8-11	July 1983: Board Book, Minutes (4f)
	12	August 1983
	13-14	September 1983: Board Book, Minutes (2f)
	15-17	October 1983: Board Book, Minutes (3f)
	18-20	December 1983: Board Book, Minutes (3f)
	21	February 1984 - Regular Session; Executive Session; Stockholders Meeting - NPR Ventures, Inc.
	22-24	April 1984: Board Book, Minutes, Annual Membership Meeting (3f)
	25	May 1984
	26-28	July 1984: Board Book, Minutes (3f)
	29	August 30, 1984; September 5, 1984
	30-34	October 1984: Board Book, Minutes, Board Retreat Materials (5f)
	35	November 26, 1984
	36	January 1985: Committee Meetings and Board Briefing
	37-38	February 1985: Board Book (2f)
	39	February-March 1985
	40	April 9, 1985: Board Materials & Minutes
	41-43	May 1985: Board Books, Minutes (3f)
		Minutes/Board Books
5	1	May 1985 - Annual Membership Meeting
	2	Transcript
	3	May 1985: Board Book
	4	May-June 1985
	5-8	July 1985: Board Books & Notes, Minutes (4f)
	9-11	October 1985: Board Books & Notes, Minutes
	12-14	December 1985: Board Books, Minutes (3f)
	15-16	February 1986: Agenda, Notes, Minutes (2f)
	17	April 1986 - Annual Membership Meeting
	18	April-June 1986
	19-20	July 1986: Agenda, Notes, Minutes (2f)
	21	October 1986, December 1986

Box	Folder	
		Minutes/Board Books
5	22	February 1987, April 1987
		Agenda Notes
	23	May 1987
	24	October 1987
	25	December 1987
		Reports
	26	Annual Report FY 1978
	27	Mission Statement - Declaration of Principles 1979-1980, nd
	28	Station Program Evaluation Spring 1979
	29	National Citizens Committee for Broadcasting. Fine-Tuning: A NCCB Report on Noncommercial Radio 1980
	30	Winter Quarter Fiscal 1984
	31	Resolutions - October 1988

## SERIES 2: COMMITTEE FILES

### SUBSERIES 1: EXECUTIVE COMMITTEE

#### Minutes

32	March 1971, August 1971, February 1972
33	July 1972, April 1973, January 1974, May 1974
34	May-August 1974
35	September-November 1974, January 1975
36	February 1975, November 1975, April 1976, July 1976
37	September-December 1976
38	January-April 1977
39	May-June 1977
40	July 1977, September 1977
41	September 1977, November 1977
42	January 1978, April-May 1978
43	July 1978, August 1978, November 1978, February 1979
44	March 1979
45	May-August 1979 (2f)
47	December 1979-January 1980

#### Minutes

6	1	March-May 1980
	2	March 1981, August-September 1981

Box	Folder	Minutes
6	3	January-March 1982
	4	March-April 1982, June 1982, August 1982
	5	December 1982, February 1983, May 1983, August 1983
	6	August 1983, October 1983
	7	December 1983, January 1984, March 1984, June 1984
	8	June-July 1984, November 1984
	9	December 1984, March 1985, September 1985
	10	November 1985, July 1986, December 1986

**SUBSERIES 2: LONG RANGE PLANNING & LEGISLATION  
COMMITTEE**

	Minutes
11	January-February 1979
12	December 1979, February-March 1980
13	May-June 1980
14-16	September 1980: Planning Retreat(3f)
17	November 1980, April 1981
18	Reports to Board, 1980-1981
19	Audience Surveys 1979-1982
	Audio Services Through Cable and Other Technologies (ASCOT)
20	File List nd
21	Background Information 1982
22	BBC 1981-1982
23	Board Books: Memo to NPR Board 1982
24	Cable Industry: ESPN, Warner Amex Cable 1981
	Correspondence
25	Joshua Noah Koenig (Director, ASCOT project) 1981-1982
26	To NPR Officers 1981-1982
27	General 1981-1982
28	[John and Mary] Markle Foundation 1981-1982
29	(Cable) Print Handicapped Service 1982, nd
30	Station Advisory Group 1981-1982
31	Western Cable Show 1981

Box	Folder	
		Funding
6	32	Joint Radio/Television Meetings. March 19-23, 1979: Report to Funders and Participants
	33	Memo to NPR Board re: NPR Position on H.R. 3333. May 24, 1979
		National Endowment for the Arts
	34	Appropriation Request FY81 [1979-1980]
	35	First National Partnership Meeting. 1980
	36	Draft of General Plan 1980-1984
	37	National Endowment for the Humanities. Media Grants FY1979-1980
	38	Consortium for Public Radio in Oregon, Inc. Speech by Reid J. Lifset, NPR Planning Office, May 19, 1980
	39	National Association of Public Television Stations. 1980-1981
	40	Public Radio in Mid America. 1981
		Planning Issues
	41	National Telecommunications Information Administration. Public Telecommunications Facilities Program. "Women in Public Telecommunications" 1979, nd
	42	Local Station Planning. 1979-1980
	43	National Federation of Community Broadcasters. 1979-1980
	44	Mid-America Symposium. 1980
	45	National Association of Educational Broadcasters. Public Telecommunications Institute. 1980-1981
	46	Minority Ownership. nd
		Program Services
	47	Program Status Listing. 1973, nd
	48	Creagh, Dave. Station Program Resources and the National Program Service. December 1978
	49	Memoranda, Notes. 1986, nd
	50	National Federation of Community Broadcasters. Program Service, nd

### SUBSERIES 3: MEMBERSHIP COMMITTEE

Box	Folder	
6	51	Memoranda 1985
		Minutes
	52	January 1979
	53	May 1979 - Public Radio Conference
	54	October 1983, December 1983, January 1984
	55	January-February 1984, April 1984
	56	May-July 1984
	57	August, October 1984, January 1985
	58	February 1985, April 1985
	59-62	April-December 1985 (4f)
	63	February 1986, April 1986, June 1986
	64	September 1986
	65-66	December 1986, December 1987 (2f)
7	1-5	Non-Member Program Access Policy 1981-1986 (5f)
	6	Non-Member Program Requests 1985-1986
		Stations
	7-8	Station Visits 1971-1976 (2f)
	9-10	Member Stations Directory 1975-1977 (2f)
	11	Station Qualifications-Recommendation 1978
	12	WSIU 1980-1986
	13	Membership Criteria Review 1985
		Station Check List - Potential Working Members
	14	Alaska-Montana
	15	Nebraska-Wisconsin
	16	System Committee on Resource Allocation Policy 1985, nd

### SUBSERIES 4: PLANNING & PRIORITIES COMMITTEE

	Minutes
17	October 1984, February 1985, May 1985, July 1985
18	September-October 1985, December 1985
19	February 1986, April 1986, July 1986
20	October 1986
21	December 1986, February 1987
22	May 1987, July 1987, October 1987

Box	Folder	
		Audience Building Task Force
7	23	Articles 1986-1987, nd
	24	Correspondence 1986-1987
	25	Newsletter "The Open Mike" August-November 1987
		Reports
	26	[Report for WMFE (Orlando, FL) 1983, 1986]
	27	[Audience Research & Evaluation reports 1985]
	28	Giovannoni, David. Public Radio Listeners: Supporters and Non-Supporters. 1985
	29	Report of the Audience Building Task Force. July 1986
	30	Kraft, Ellen. Finding a Market Niche Image and Positioning. 1987
	31	Resolutions. 1986
	32	By-Laws 1985, 1988
		Plans
	33	Five Year Business Plan 1985-1986
	34	Policy & Planning Agenda 1987
	35	Station Resource Group 1987
	36	Strategic Plan documents 1988-1989, nd

#### **SUBSERIES 5: SYSTEM STRUCTURES & SERVICES COMMITTEE**

8	1	Correspondence 1983-1984
	2	Conference: The Future of National Public Radio: Structures and Services, February 26-28, 1984
		Ballots 1984
	3	Accepted
	4	Disallowed
	5-6	Summaries 1983-1984 (2f)

#### **SUBSERIES 6: TECHNOLOGY/DISTRIBUTION COMMITTEE**

	Minutes
7-8	August 1978 (2f)
9-11	November 1978-January 1979 (3f)
12	March 1979
13-17	July-March 1980 (5f)
18	June 1980, August 1980
19-20	September-November 1980

Box	Folder	Minutes
8	21-22	January 1981 (2f)
	23-25	March 1981 (3f)
	26-28	April 1981: Minutes, Board Report (3f)
	29-34	June 1981 (6f)
	35	July 1981: Board Report
	36	August 1981
	37	October 1981
9	1-4	December 1981: Agenda, Materials, Minutes (4f)
	5	April 1982
	6-8	June 1982 (3f)
	9-12	July 1982: Board Report, Minutes (4f)
	13	October 1982 [August 1983-July 1986: see boxes 12-14]
	14	Action Items 1979-1980,nd
	15	Committee Chairmen Meeting, March 17-18, 1979
	16	Committee Role 1980; Committee Members FY1983 Distribution Division Billy Oxley, Sr. Vice President, Distribution Division
	17	Correspondence February 1981
	18	Memoranda 1978-1980
	19-21	Long Range Channel Allocation; Facilities Sharing 1981 (3f) Budget
	22	FY 1981 Budget 1979-1981
	23	Budget Planning FY82 1980-1981, nd
	24	FY82 Expense Reports 1981-1982
		Distribution Division (cont'd) Budget (cont'd) Budget FY82 - Proposals, Schedules
10	1	1st Proposal
	2	Revised
	3	FY1982 Budget [1981, nd]
	4	Presentation at January 14, 1982 Finance Committee Meeting 1981-1982
	5	Cost Sharing: Rate Setting Process. Presentation to the NPR Board of Directors, September 22, 1982
	6	Scheduling Policy for the National Program Service 1979

Box Folder  
10 7

Interface Relationships 1980

Legislation

11 1

Communications Act of 1978

Communications Act of 1979

H.R. 3333

2

U.S. House. 96th Congress, 1st Session. March 1979

3

U.S. House. Committee on Interstate and Foreign Commerce. Section-by-Section Analysis. April 1979

4

[testimonies, NPR Board action, etc.] June 1979

5

U.S. Senate. 96th Congress, 1st Session. S. 611 & S.622. March 1979

Task Force Meetings

6-7

June 1982 [1970-1982, nd] (2f)

8

November 1982

Meetings - Audiocassettes

Items

12

1

August 1983

2-3

February 1984 (2)

4-36

April-October 1984 (33)

13

1-33

December 1984-April 1985 (34)

14

1-8

May 1985 (9)

11-12

July 1985 (2)

13-14

October 1985 (2)

15-16

December 1985 (2)

17-19

February 1986 (3)

20-22

July 1986 (3)