

**A GUIDE TO THE ARCHIVES OF
NATIONAL PUBLIC RADIO:
OFFICE OF THE PRESIDENT -
STRATEGIC PLANNING FILES**

National Public Broadcasting Archives
University of Maryland Libraries

Processed by: Raphael Mazzone
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7.5 lin. ft.

ADMINISTRATIVE HISTORY

In 1988 Douglas Bennet, the President of National Public Radio, approached the uncertainty of the upcoming decade by initiating a Strategic Planning process for the later part of the 1980's. The office hired a new special assistant to the president, Carolyn Sachs, in the fall of 1988 to handle all communications and administrative duties. The main objective was to have a working goals report, with clear agendas and results in order to facilitate easy transition into a new age of information and technology. Major points of interest revolved around the months leading to the Public Radio Conference of 1989, NPR station affiliates strategic planning goals, and the correspondence between professionals in different fields coming together for the advancement of public radio. The office used various outside sources, including news articles, corporate business strategies, and in depth research to formulate a working knowledge of the topic of strategic planning. The Working Group held in March of 1989 began the process of the "Plan for the Plan," culminating in the Strategic Planning Implementation in January of 1990.

SCOPE AND CONTENT

The Archives of National Public Radio: Office of the President - Strategic Planning Files span the years from 1978 to 1993, with the bulk of the material dating from 1988 to 1991. The files include reports, drafts, correspondence, financial reports, notes, conferences, and outside research which all help to identify Strategic Planning.

The collection is divided into six Series:

- Series 1: Strategic Plans
- Series 2: Memoranda
- Series 3: Meetings
- Series 4: Station Plans
- Series 5: Research Materials
- Series 6: Subject Files

PROVENANCE

The Archives of National Public Radio: Office of the President – Strategic Planning Files were donated to the National Public Broadcasting Archives, University of Maryland Libraries as part of a larger accession in February of 1994.

SERIES DESCRIPTIONS

Series 1: Strategic Plans, 1982 – 1990 (1.5 lin. ft)

Strategic Plans consist of various files pertaining to the plans for National Public Radio and how to handle the move into the 1990's. Ranging from the official report "The Plan for the Plan," to random correspondence for conferences, the series offers an overview of how the Strategic Planning office decided to handle changing times and technology in the realm of radio. The materials are arranged by relevance.

Series 2: Memoranda, 1988 – 1990 (0.75 lin. ft)

Memoranda is a collection of interoffice memos between the president and his various contributors. They are organized in chronological order, starting in 1988 and ending in October of 1990. The individual letters are too random to categorize by subject, but some overlap with other files in this collection in the Research Materials and Subject Files Series.

Series 3: Meetings, 1980 – 1990 (0.30 lin. ft)

This series documents various meetings held in the executive office and elsewhere, all of which pertain to formulating the strategic plan. Major meetings include the Senior Management Retreat and the Working Group. The documents are arranged chronologically.

Series 4: Station Plans, 1988 – 1990 (0.50 lin. ft)

The Station Plans files are arranged by station call letters, and detail each individual station's ideas or thoughts on the strategic planning process. Some station managers include their final goals and assessments for the upcoming years, but most of the files are correspondence between Douglas Bennet and station managers.

Series 5: Research Materials, 1978 – 1993 (2.0 lin. ft)

This series contains various informative documents and plans that assisted the Office of the President in determining a proper course of action for the Strategic Plan. The range of topics include audience demographics, future trends, legislation, corporate strategies, and public radio assessments. The materials are arranged alphabetically.

Series 6: Subject Files, 1985 – 1992 (2.50 lin. ft)

This series contains all materials relevant to Strategic Planning, but not directly tied into the process behind the office. Materials include budget information, news, surveys, personnel management, politics, and National Public Radio policies. These materials are arranged in alphabetical order.

BOX INVENTORY

SERIES 1: STRATEGIC PLANS

Box	Folder	
1	1	NPR Planning Notebook 1989
	2	“Plan for the Plan” May 1989
	3	“Plan for the Plan” Drafts 1988 – 1989
	4	Planning Consultants 1988 – 1989
	5	Missions & Bylaws 1988
	6	Plan Implementation 1990
	7	Miscellaneous Planning 1988- 1989
	8	Revenue Review Statistics 1985-1989, 1990
	9-10	Drafts September November 1989 (2f)
	11	Revenue Review Drafts July 1990
	12	Revenue Review Correspondence Summer 1990
	13	Notes
	14	Strategic Considerations Drafts September 1989
	15	Goals & Strategies Drafts August 1989
	16	Goal #1: Programming September 1989
	17	Goal #2: Audience August 1989
	18	Goal #3: Public Service August 1989
	19	Goal #4: Funds August 1989
	20	Goal #5: Workplace August – September 1989
	21	Planning & Priorities Committee
	22	“Broadcasting in the ‘90’s; Competition, Choice & Quality” – Presented to Parliament by the Secretary of State for the Home Department by Command of Her Majesty November 1988
	23	“Alternative Financing Options for Public Broadcasting” Report to the Congress of the United States, July 1982.

SERIES 2: MEMORANDA

	24	August 1988
	25	September 1988
	26	October 1988
	27	November 1988
	28	December 1988
	29	January 1989
2	1	February 1989
	2	March 1989
	3	April 1989
	4	May 1989
	5	June 1989
	6	July 1989
	7	August 1989
	8	September 1989

Box	Folder	
2	9	October 1989
	10	November 1989
	11	December 1989
	12	January 1990
	13	February 1990
	14	March 1990
	15	April 1990
	16	May 1990
	17	June 1990
	18	July 1990
	19	August 1990
	20	September 1990
	21	October 1990

SERIES 3: MEETINGS

22	Expansion & Funding: Long Range Planning & Legislation Committee May 1980
23	Executive Office Meeting Notes December 1988 – April 1989
24	Working Group: Draft Discussion Paper March 1989
25	Working Group: Financials/Information March 1989
26	Working Group: Lists March 1989
27	Staff Planning Team March – May 1989
28	Analysis Reports Spring 1989
29	Focus on Programming: Program Planning Meeting November 1989 – February 1990
30	Agendas 1989 – 1990
31	Meeting Notes 1989 – 1990
32	Senior Management Retreat March 14, 1990

SERIES 4: STAION PLANS

33	KBBI Kachemak Bay Broadcasting February 7, 1989
34	KBIA University of Missouri Columbia April 11, 1989
35	KBSU Boise State University April 6, 1989
36	KCFR Denver September 9, 1989
37	KGOU University of Oklahoma February 21, 1989
38	KHPR Hawaii Public Radio
39	KHSU Humboldt State University
40	KNPR Nevada Public Radio February 6, 1989
41	KSKA Anchorage Public Radio February 6, 1989
42	KSOR April 5, 1990
43	KTPR Iowa Central Community College February 9, 1989
44	KUAC
45	KUOW October 10, 1988
46	KWSU Washington State University February 3, 1989
47	Minnesota Public Radio February 13, 1989
48	Miscellaneous 1989

Box	Folder		
2	49	Northern Community Radio September 20, 1989	
	50	Ohio University Radio	
	51	WAMU The American University March 21, 1989	
	52	WBFO University of Buffalo January 2, 1990	
	53	WBGO Newark New Jersey February 14, 1989	
	52	WBEZ Chicago Public Radio January 1, 1989	
	53	WETA April 1989	
	54	WGBH Boston February 9, 1989	
	55	WGTD Gateway Technical	
	56	WILL University of Illinois Urbana-Champaign February 2, 1989	
	3	1	Wisconsin Public Radio October 16, 1989
		2	WIUM Western Illinois University February 1, 1990
3		WJHU Johns Hopkins February 3, 1989	
4		WKAR Michigan State University February 6, 1989	
5		WKMS Murray State University February 6, 1989	
6		WKNO February 1, 1989	
7		WKSU Kent State University	
8		WMFE Orlando February 1, 1989	
9		WNYC August 25, 1989	
10		WRKF Baton Rouge September 13, 1989	
11		WTEB Craven Community College August 9, 1989	
12		WXEL South Florida February 7, 1989	

SERIES 5: RESEARCH MATERIALS

3	13	Audience 1988
	14-15	Audience Trends 1988 (2f)
	16	“The NPR Audience” Official Report
	17	Business Plan January – July 1990
	18	Carnegie Commission on Future of Public Broadcasting 1978
		CPB Assessing the Needs of Diverse Audience April 23-25, 1989
	19	Educational Needs of Asians & Pacific Islanders
	20	Educational Needs of Blacks
	21	Educational Needs of the Illiterate
	22	Educational Needs of Immigrants
	23	Educational Needs of Native Americans
	24	Educational Needs of Speakers of Other Languages
	25	Health Needs of Asians & Pacific Islanders
	26	Health Needs of Blacks
	27	Health Needs of Hispanics
	28	Health Needs of Immigrants
	29	Health Needs of Native Americans
	30	Needs of Asians& Pacific Islanders Identified in Research
	31	Needs of Blacks Identified in Research
	32	Needs of Disabled Identified in Research
33	Needs of Hispanics Identified in Research	
34	Social Service Needs of Asians & Pacific Islanders	

Box	Folder	
		CPB Assessing the Needs of Diverse Audience April 23-25, 1989
3	35	Social Service Needs of Hispanics
	36	Social Service Needs of the Illiterate
	37	Social Service Needs of Immigrants
	38	Towards the Universalizing of a Disability Policy
	39	CPB 1988 – 1990
	40	Community Radio NCFB 1989
	41	Demographics
	42	Facts & Trends 1987
	43	Future Trends: “Targeting Radios Future”
	44-45	Future Trends 1989 – 1990 (2f)
	46	Giving & Volunteering Surveys 1988
	47	Marketing General Inc 1990
	48	National Institute for Dispute Resolution 1989
	49	Objectivity 1986
	50	PBS 1988
4	1	PBS Strategic Management Analysis 1986
	2	Peat Marwick Seminar October 1988
	3	“The Prejudice Puzzle” Report September 1990
	4	Public Broadcasting Legislation 1988
	5	Public Information Assessment & Audience Building 1989 – 1990
	6	Relevant Articles/Ideas 1989
	7	Statistics
	8	Satisfaction Study Report February 1993
	9	Unserved Audiences

SERIES 6: SUBJECT FILES

10	Affirmative Action
11	AM Radio
12	Arts & Performances 1989
13	Douglas J. Bennet Papers
14	Budget Fiscal Year 1991
15	Budget 1992 Plans
16	Cavanaugh Contract 1989
17	Children’s Radio
18	Classical Radio May 1988
19	CPB Public Broadcasting Income Fiscal Year 1986
20	Development Exchange February 1986
21	Distribution December 1988 – January 1989
22	Drafts (Letters & Reports) 1988-1989
23	Engineering 1988 – 1989
24-25	Expansion Task Force (2f)
26	Federal Communications Commission (FCC) 1978
27	Fleishman Hillard Account January 1989
28	Fundraising Alternatives 1990
29	Financial Reports 1988

Box	Folder	
4	30	Internal Senior Management Reports December 1988 – February 1989, November 1990
	31	International 1989
	32	Interview Notes July 28, 1989 – August 1, 1989
	33	MacArthur Grant August 10, 1987
5	1	Member Services 1990
	2	Minorities
	3	Miscellaneous News Articles
	4	Mitchell Papers
	5	News Plan November 1990
	6	News Releases March 1989, May 1989
	7	Pay Equity July 3, 1989
	8	Personnel Office 1988
	9	Planned Parenthood February 1988
	10	Public Radio Conference (PRC) May 1989
	11	Policies Index April 1989, October 1989
	12	Programming Schedule 1988
	13	Public Information October 1988 – January 1989
	14	Public Radio Programming Fiscal Year 1986
	15	Public Radio Programming Fiscal Year 1987
	16	Resumes March – April 1989
	17	Salant Issue March 1990
	18	Space/Lease Building Team 1990
	19	Speeches
	20	Spectrum Fees 1985
	21	Station Resource Group 1988 – 1990
	22	Station Survey 1990
	23	Tapes / Cassettes 1989 – 1990
	24	Technology 1990
	25	Training 1990
	26	Wellness Program 1989