

2005 WMPG FIVE YEAR PLAN

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INTRODUCTION TO THE 2005 WMPG FIVE YEAR PLAN

The 2005 WMPG Five Year Plan is the result of more than eleven months of work begun in February 2004 when the WMPG Board of Directors charged a committee of its members to create a plan which would examine the issues facing Greater Portland's community radio station in the years ahead. The representative committee chosen for this project was comprised of one member of WMPG management (Development Director Tom Flynn), one listener representative (Vanessa Gates-Elston), one volunteer staff representative (David Wade), one University of Southern Maine administration representative (Helen Gorgas Goulding), and one University of Southern Maine Student Senate representative (initially Jeremy Collette, then Zeke Kimball).

The committee met regularly, beginning in March 2004 and considered many of the challenges facing WMPG in the next five years. The Five Year Plan addresses six issues that the committee found to be of greatest importance to WMPG in the next five years. With the exception of the issue of WMPG's need for a new space, they are *not* ranked by priority or importance. The committee has chosen a format for the plan that identifies the issues, states the applicable concerns, makes suggestions pertaining to those concerns, and recommends the issues be revisited in annual reports to the Board. The intent of the Committee is not to micromanage or to prescribe specific actions, but to provide suggestions for WMPG's management and Board of Directors to consider when addressing the concerns that have been identified throughout this process. The Committee suggests the WMPG Board consider designating task forces to establish further benchmarks and action(s) related to each of the six issues identified in the Plan.

The Five Year Plan Committee would like to thank and acknowledge the many people who have contributed to the 2005 WMPG Five Year Plan. After presenting a Preliminary Five Year Plan to the WMPG Board of Directors in August 2004, the Five Year Plan Committee opened discussion and analysis of the Preliminary Plan to the entire WMPG community (the Board of Directors, management, volunteer staff, USM staff, USM student body, and WMPG's listeners), encouraging review and input to help craft the final version. The 2005 WMPG Five Year Plan is the result of the insight and suggestions received from each of the aforementioned constituencies.

The Committee's primary goal has been to create a forward-looking plan which will insure the health and uniqueness of WMPG in a way consistent with the station's mission statement and culture, while adapting to changing conditions in broadcast radio technology and University growth (as proposed in President Pattenaud's *Transforming USM* plan for 2004-2007).

In formulating this document, we reviewed the work of the previous WMPG Five Year Plan Committee, which presented a completed Five Year Plan in 1998, and studied their recommendations. In keeping with WMPG bylaws, we begin by presenting a vision statement that defines our strategic priorities and goals for the 2005 WMPG Five Year Plan.

VISION STATEMENT

“WMPG strives to sustain creative, diverse programming, education outreach, and broadcasting excellence to the communities within and around the University of Southern Maine in an inclusive, non-discriminatory way.”

The Six Most Important Issues Facing WMPG In the Next Five Years:

- 1. SPACE** (addressing WMPG's physical plant and the need for room to grow)
- 2. ORGANIZATIONAL STRUCTURE** (defining the roles and relationship of volunteers, paid staff, and board and university governance while preserving WMPG's unique culture)
- 3. UNIVERSITY RELATIONS** (nurturing and utilizing our relationship with the University of Southern Maine in a mutually beneficial way)
- 4. TECHNOLOGY** (assessing and addressing the changes taking place in broadcast technology and assessing the state of WMPG's broadcast equipment)
- 5. PROGRAMMING & LISTENERSHIP** (renewing WMPG's commitment to representative programming)
- 6. DEVELOPMENT/ FINANCIAL STABILITY** (acknowledging the continued need for WMPG to be creative and aggressive in its fundraising and marketing efforts, while developing the communities of WMPG staff, underwriters, and listeners)

1. SPACE

Space (or our lack thereof) seems to be WMPG's primary concern as we look to the next five years and beyond. Nearly everyone involved with the station agrees that WMPG must soon move to an improved, larger facility with room for growth.

CONCERNS:

- Presently the on-air library is beyond capacity, the paid and volunteer staff work in cramped, uncomfortable conditions, and the production and training rooms are oversubscribed and inadequate for the ever growing WMPG community. Lack of storage and security have become daily issues.
- More function-specific, designated space is needed.
- WMPG operates with a smaller staff and on a smaller footprint than most comparable radio stations. The lack of space has limited our ability to fill our staffing needs and has inhibited our growth, particularly where news and public affairs are concerned.
- While USM President Richard Pattenaud's *Transforming USM* plan (appendix i) includes building a new student center on the Portland campus in the next several years, within which WMPG may be housed, we also recognize that WMPG's identity is connected to its present cramped quarters and there may be some resistance to change within the community.

SUGGESTIONS TO THE BOARD:

- WMPG should look beyond the short-term and explore our space needs as a long-term issue of primary importance. The first steps have been made, as management developed an initial report outlining WMPG's space needs (appendix j).
- WMPG should be prepared to present a comprehensive plan to the University of Southern Maine immediately regarding space needs, costs related to a move, and reasons why WMPG should be housed in a new student center on the Portland campus.

FOLLOW-UP:

It is suggested that WMPG's management team report annually to the Board on issues and progress related to the acquisition of a larger space.

2. ORGANIZATIONAL STRUCTURE

Since the station's earliest days, the University of Maine System has held WMPG's broadcast license, the University of Southern Maine has been home to the station, and a significant percentage of WMPG's operating budget has always been raised via USM's student activities fees. Until 2001, however, WMPG's paid staff (management, work-study students, and interns) were considered contracted employees of the USM Student Senate. Since 2001 all WMPG employees have become USM employees.

CONCERNS:

- WMPG by its very nature has always existed as a semi-autonomous entity at USM. The fact that the station has always been a mix of community and college radio has left some in the USM community asking for a more formal commitment to placing USM students on air.
- The WMPG Board of Directors no longer controls the station's personnel issues and the responsibilities of the Board have not been fully examined since the changeover in WMPG employees' status at USM.
- There have been instances when station volunteers and Board members are unaware of basic station policy. There is confusion among those affiliated with WMPG as to what the "Green Book" is and where the station policy manual and related materials are located.

SUGGESTIONS TO THE BOARD:

- WMPG is comprised of paid staff, volunteers, the Board, USM students, and listeners. It is suggested that WMPG revisit the roles, responsibilities, and accountability of each of these components and make the results available in writing to all station personnel in order to make clear and understandable their rights and responsibilities and to reduce areas of potential friction and misunderstanding.
- WMPG should provide an organizational chart to all employees and volunteers to facilitate a better understanding of how WMPG fits into the USM community.
- WMPG should undertake a comprehensive review and revision, where necessary, of the station manual and policies to acknowledge the change in employment status of the paid staff and address any procedural adjustments affected by the changes. WMPG is a USM entity and, as such, it must adhere to USM policies regarding personnel issues, grievance procedures, and the like.
- WMPG should better distribute the station manual and all materials related to station policy and

governance or make these materials more easily accessible to WMPG staff. These materials and information should be clearly posted at the station.

- It is suggested that the WMPG Board of Directors study recent disputes at other community radio stations (WBAI, KPFA, and KXCI to name a few) and learn from them in order to avoid repeating them.
- WMPG management should consider enrolling in training classes related to volunteer coordination.
- WMPG management should regularly report summaries of Senate/ SCB activities and any related campus-wide issues or events to the Board, Staff, and Volunteers.

FOLLOW-UP:

It is suggested that annual reports related to organizational concerns be submitted to the Board from the Assistant to the Dean of Student Life, WMPG management, and volunteer staff representatives.

3. UNIVERSITY RELATIONS

As is illustrated above, WMPG and USM are connected on many levels. Even so, throughout its thirty-plus-year history, WMPG has often operated at the fringes of the university community. As the station has grown and evolved, its identity as a “community” radio station has sometimes overshadowed its identity as USM’s radio station. In many respects, the university has allowed WMPG to remain independent in spirit.

CONCERNS:

- Neither WMPG nor the University utilize each other to the fullest extent possible. Both entities could reap significant rewards by nurturing and developing our association.
- Further, the relationship between the WMPG Board and the University and the respective roles and responsibilities need to be examined.

SUGGESTIONS TO THE BOARD:

- It is suggested that WMPG and USM develop and market learning experiences at WMPG beyond classroom walls. While this should be a major consideration when planning a new WMPG space, there is no reason why the process can’t begin immediately, utilizing the unique opportunities available at WMPG.
- It is suggested that WMPG should consider inviting faculty and administration to informational open house events at the station.
- WMPG should consider a more open identification with the university, through station IDs and

promotional spots on air.

- WMPG should consider making a formal proposal to utilize the new Hannaford Community Education Center for community events, lectures, and concerts. The station would be wise to stress its ability to reach the community as an agent of USM.
- A creative evaluation of possible connections with various university departments should be considered (Media Studies, Library Sciences, ESL, etc), including ways WMPG could be used to help bridge the three campuses of USM.
- WMPG should consider producing a brochure/ literature showcasing the longstanding WMPG/ USM relationship.

FOLLOW-UP:

It is suggested that annual reports related to University relations are submitted to the Board from the Vice President of Student Life (or designee), the Assistant Vice President of Program Development, a USM Student Senate representative, a USM faculty representative, and WMPG management.

4. TECHNOLOGY

WMPG is poised to enter the digital broadcasting era after receiving a Corporation for Public Broadcasting Grant earmarked to help fund the conversion to digital broadcasting. While digital radio seems to be the wave of the future, WMPG will also retain its analog signal.

As is often the case with technology, it is impossible to see even five years into the future. An example of this is the Internet, which was not even on the horizon when the 1993 Five Year Plan was drafted. By 2000, the web became an integral piece of WMPG technology. It is in that spirit that the WMPG Five Year Plan Committee has addressed this issue. It should be noted that during the final stages of the writing of this Plan WMPG hired a new half-time Technical Director.

CONCERNS:

- The concerns the committee has identified pertain to equipment, personnel, and the digital conversion. Quite a bit of WMPG's equipment is old and nearing the end of its life expectancy, and, while the general trend in radio is a wide embrace of digital broadcasting, the conversion to a digital signal is full of unknowns as the implementation of the technology is in its infancy.
- WMPG has seen how important a web presence can be in the past five years. The time required to maintain and improve that presence is significant and it is currently not a daily or even weekly aspect of WMPG operations.

SUGGESTIONS TO THE BOARD:

- WMPG should consider undertaking a comprehensive equipment evaluation, documenting the condition and life expectancy of all equipment.
- The WMPG should continue to make it a priority to stay at the forefront of broadcast technology whenever possible to present the best radio signal to our listeners and the best equipment affordable for our programmers.
- WMPG should continue to improve our presence on the web as a tool for information, communication, and archiving. It is suggested that a webmaster internship position be created.
- WMPG should continue to offer ongoing training to volunteers in areas related to radio and sound recording and editing.
- WMPG should consider inviting wider community participation in the technological side of community radio.

FOLLOW-UP:

It is suggested that annual reports related to technology concerns are submitted to the Board from the WMPG Technical Director, WMPG Station Manager, and listener representative.

5. PROGRAMMING

WMPG's programming is mission-driven. The station is representative of our community and programming, by and large, is determined by the community members who volunteer. WMPG remains committed to offering programs of high quality and increasing the listening audience. The station shall continue to strive to reflect the diversity of the USM and Greater Portland communities it serves. WMPG must also continue to provide an outlet for all creative uses of radio, through live in-studio and live remote broadcasting as well as pre-produced features. WMPG will always broadcast with an emphasis on public service.

CONCERNS:

- Many within the USM community feel they are under-represented on air.
- WMPG could do more in the way of collaboration with USM and area arts organizations.
- There is a lack of alternative local news coverage on WMPG.

SUGGESTIONS TO THE BOARD:

- WMPG should continue to explore ways to maximize USM student, faculty, and staff involvement at the station.
- WMPG should consider providing ongoing opportunities for feedback on programming from the community, including web polling.
- WMPG should consider researching feasibility and capability for local, state, and regional news, and the development of a News and Public Affairs Director.
- WMPG should examine ways to reach the Lewiston/ Auburn USM community.

FOLLOW-UP:

It is suggested that annual reports related to programming concerns are submitted to the Board from the WMPG Programming Director, listener representative, Student Senate representative, and a USM faculty representative. Additionally, a WMPG alumnus could be tapped for input on an annual basis.

6. DEVELOPMENT/ FINANCIAL STABILITY

WMPG will remain fiscally sound and maintain a capital account, which is expected to grow. At a minimum, WMPG must have at least \$40,000 available for emergency transmitter replacement and related equipment costs.

As the station continues to grow, WMPG Development must keep pace through the acquisition and retention of underwriters and listener donors. In addition to conducting two on-air pledge drives each year, WMPG will continue to present live music events and other mission-related fundraisers. WMPG Development will also continue to market the station in mission-related and innovative ways.

CONCERNS

- WMPG's pledge drives have remained steady for the past several years, but there has been less than significant increases in numbers of donors and money raised.

- The responsibilities of the Development Director include all areas of development: fundraising, event planning, print publications, and marketing. The schedule of station events and publications takes away from the Development Director's ability to solicit underwriting and take on new projects.

SUGGESTIONS TO THE BOARD

- Annual underwriting income should reasonably be expected to grow with the increase in the station's annual budget over time.
- An increase in Development staff should be a long-range consideration for WMPG. Many stations of a similar size employ a Development/ Events coordinator and an Underwriting Director. As with other areas of WMPG staffing needs, an effort to more fully utilize USM internships and work/ study employees is suggested in the short-term.
- WMPG should consider employing its website as a portal for fundraising (soliciting donations and selling WMPG-related items).
- WMPG's Development Director and the Board of Directors should consider implementing a capital campaign to (a) cover the moving costs to the proposed new student center, (b) cover gaps in university funding for the new space, or (c) move independently and aggressively to obtain a new space, should the University plan fail to move forward in the next five years. A capital campaign will solidify WMPG in the community as a worthy organization to support financially and will bring in new donors.

FOLLOW-UP:

It is suggested that annual reports related to development concerns are submitted to the Board from the USM Office of Media & Community Relations, the WMPG Development Director, and a listener representative.

IN CONCLUSION

The WMPG Five Year Plan Committee respectfully submits the 2005 WMPG Five Year Plan to the WMPG Board of Directors for review, discussion, and approval. Upon approval of the 2005 WMPG Five Year Plan, we request distribution of this document in hard copy form to all station volunteers and we request that it be made available to the community at-large via the WMPG website.

Tom Flynn
Vanessa Gates-Elston
Helen Gorgas Goulding
Zeke Kimball
David Wade



TRANSFORMING USM: 2004-09
"Regional Excellence, National Recognition"

The University of Southern Maine must continue on its journey to becoming a nationally recognized, regional comprehensive university. It is a journey fueled by the aspirations of our students, the needs of our state, and the immense talent of our faculty and staff.

USM has made great strides in its quality, program offerings, research, and public service. But we face new and emerging conditions that call for an acceleration of our development. We must now work with greater focus to transform USM into the mature university our region needs.

THE CHALLENGE:

Even as the traditional role of this university endures, and inspires, what must change is the nature and speed of our response to emerging economic and demographic trends. We all know them well: dramatic increases in costs, particularly healthcare; increasing competition; decreasing or, at best, flat state support; the specter of ongoing deficits; the emergence and rapid growth of the Community College System; far fewer high school graduates in the years ahead; and the clear possibility of a reorganized University of Maine System. One could go on at great length discussing likely elements of the System plan. The bottom line, however, is that the System plan presents us with the broader opportunity of serving the cultural and social needs of Maine's most populous region. Bringing **The USM Plan** to life under these changed conditions is the purpose of our current effort, **Transforming USM**.

We will either fall victim to the trends noted above, or we can initiate key actions which will transform this university in such a way that we enhance the academic and intellectual quality of a USM education, and ensure our long-term viability. To date we have endured, despite already weathering deep base budget cuts of at least \$2.5 million in the past three years. We have done it with creativity and courage. But there is a strong potential for continuing shortfalls ([Attachment II](#)). This university thanks you for your accomplishments under difficult circumstances. But this underscores the fact that we must move **The USM Plan** along with more speed, and focus our energy and resources on a limited number of core activities that will serve as levers of change to make it possible to accomplish our goals and reduce costs.

Based on conversations with many of you, deliberations with the President's Staff, and hundreds of pieces of feedback, we have identified five levers of change, all of which are pragmatic, purposeful, and powerful. For the next three to five years, these must be the primary focus of our work.

THE CHARGE:

For most of the past 10 years, our focus has been on making USM a major force in the growth and improvement of the economic, social, and cultural fabric of Maine. Four years ago this October, the USM Board of Visitors, with the input of more than 200 community leaders, released [The Southern Maine Imperative](#). In that report, our advocates clearly and forcefully articulated that this university "must become one of the top-ranked public, regional comprehensive universities in the United States in the quality, breadth, and the accessibility of its academic programs."

We responded to that challenge by introducing **The USM Plan: Achieving National Recognition for Regional Excellence**. **The USM Plan**, a long-term, developmental roadmap, identifies four broad goals which will empower us to achieve regional excellence:

- Actively embrace a community of intellectual inquiry and learning;
- Deepen the organizational culture in support of inquiry and learning;
- Build a responsive, coherent curriculum; and
- Mobilize resources leading to a clear alignment of budgets with plans and priorities.

The USM Plan is the vision for what USM should stand for; it established our fundamental long-term direction. **Transforming USM** identifies the important work to be done for the next three to five years to accomplish these goals. At the heart of all our work continues to be the desire to develop a first-rate university grounded in the liberal arts, offering a wide range of programs taught by a faculty deeply involved in the scholarship of their disciplines.

THE CHANGES:

Five Essential Levers of Change

1. Revitalize Curriculum.
2. Invest in Current Programs and People.
3. Change Enrollment Profile.
4. Upgrade and Expand Facilities
5. Raise Additional External Support.

Each of these must be driven by a commitment to do well those things we choose to do, to forego some opportunities, and be willing to realign resources in support of priorities. A clear, sharp, and persistent focus on these key actions is essential given our limited resources.

Successful achievement of these actions will result in higher quality; more effective curricular and co-curricular programs; a more diverse student body; a physical plant worthy of a nationally recognized university; a more enjoyable and effective working and learning environment; and more efficient support services.

1. REVITALIZE CURRICULUM

Our essential work is providing high-quality educational opportunities for students throughout Maine's most populous and fastest-growing region. We can strengthen USM's academic reputation and impact by adding, downsizing, or suspending selected programs, based on student and regional needs. As student interests and regional needs shift, we must reallocate resources in such a way that we strengthen key areas and selectively add new programs. Any new programs will be evaluated on four criteria, which we have used for a number of years:

- *Is there a clear and sustainable demand for the program?*
- *Can we offer the program at a level of quality that meets national standards?*
- *Will the program generate enough resources to meet new costs?*
- *Does the program have academic value consistent with the mission of the university?*

Programs that have severely reduced enrollments or cannot sustain their quality will lose resources or be suspended. These steps are essential if we are to prosper as a university.

Actions:

- Complete the revisions of general education linked to first-year experience and to the needs of transfer students.
- Establish three to five new degree programs, drawing primarily on existing courses.
- Establish up to three new learning communities to enhance learning experiences.

- Complete the development of an organized co-curriculum.
- Establish a College of Interdisciplinary Studies for curricular experimentation and development, drawing on faculty from existing programs.
- Broaden our current Honors Program to become an Honors College, and establish discipline-based honors programs.
- Review programs established in the last seven years to determine if enrollment and credit-hour targets have been met.
- Establish an office of e-learning to facilitate growth of alternative pedagogies and outreach.
- Generate and distribute comprehensive annual enrollment/retention/graduation reports to support program review and resource allocations.

2. INVEST IN CURRENT PROGRAMS AND PEOPLE

Inflation and reductions have stretched our budgets too thin and have eroded our organizational capacity. We have to look carefully at our organizational structure to be sure it is as cost-effective as possible. As we move forward, we need to make investments to strengthen what we currently are doing.

It is important to note that we have already started; the following areas are funded for 2004-05 using new money:

- \$200,000 for promotion and post-tenure review salary increases.
- \$201,000 for financial aid.
- \$190,000 for maintenance and operation of newly finished upper library floors.
- \$215,000 for library acquisitions and digital library.
- \$180,000 for PeopleSoft and business software.

Actions:

- Reduce annual costs by an average of \$525,000 per year, each year, to cover projected deficits.
- Make targeted, annual investments totaling \$776,700.
 - Fund faculty promotion and post-tenure review (\$200K).
 - Fund library acquisitions (\$50K additional).
 - PeopleSoft/ERP (\$100K, net of work process re-engineering).
 - 1 percent reallocation to operating budgets, distributed at discretion of vice presidents (\$170,500 for 2005-06).
 - Financial aid and recruiting (\$256,200).
- Create Reinvestment Fund.
- Restructure budget processes to simplify and clarify budgeting while reducing ongoing structural deficits.
- Implement incentive-based budgets where appropriate.
- Implement the University Review and Improvement Committee's (URIC) recommendations.
- Become a greener, more sustainable organization utilizing the plan prepared by the Environmental & Economic Sustainability Committee.
- Implement key reorganizations for greater overall effectiveness to include:
 - Establish an Information Technology Division, led by a Chief Information Officer (CIO).
 - Move the Division of Community & Professional Education to Academic Affairs.
 - Initiate planning for a College of Visual and Performing Arts.
- Implement Employer-of-Choice strategies that attract and support a diverse workforce and create an environment in which people view their work as meaningful and receive recognition for their contributions.
 - Conduct biennial employee satisfaction surveys.

- Aggressively pursue a market-based compensation system.
- Implement the Diversity Plan.
- Host an annual USM Café to discuss common issues and build community.
- Implement performance management system university-wide.
- Develop and fund a comprehensive faculty development program to recruit and sustain a diverse faculty.
- Utilize a broad view of scholarship that honors traditional research and publication, while recognizing the full scope of academic work.

3. CHANGE ENROLLMENT PROFILE

To counter declining high school graduation rates, we need to change the composition of our student body and find the means to maintain a fall enrollment of 11,000 headcount while increasing FTE. We intend that our student body will be more culturally diverse, and will include more transfers, full-time undergraduates, and graduate students. The primary effort will focus on the retention of undergraduates. Our current retention rates at the freshmen-to-sophomore level, although improving, lag behind those of our peer institutions.

Our specific goals are to increase first-to-second year retention from 68 to 75 percent, and to increase the six-year graduation rate from 33 to 50 percent. Equally challenging will be to increase graduate enrollment to 25 percent of our student population by 2008-09.

Actions:

- Initiate a joint undergraduate/graduate recruitment plan written to fulfill changing enrollment goals.
- Designate a Central Advising Council, with representatives from all schools and colleges that will be responsible for overseeing all first-year advising, and developing a retention plan.
- Place greater emphasis on recruitment, advising, and retention contributions by faculty in their evaluation processes.
- Work directly with high schools to clarify academic expectations, support early college/college-ready initiatives, align USM admission and placement standards with Learning Results.
- Contact all new students in the first six weeks of the semester to build retention.
- Launch a training program designed to support positive interpersonal interactions.

4. UPGRADE AND EXPAND FACILITIES

We need to renovate classrooms and complete planned buildings. Over the past few years, we have worked hard to add new buildings to increase our physical capacity to better serve students and the community. We have been remarkably successful at utilizing federal funds, state bond funds, and private dollars to finance the construction of many of these projects. Despite this success and the best efforts of our facilities staff, we have fallen behind in maintaining modern, comfortable classrooms and offices. This must be addressed, even as we tackle the following essential projects:

Actions:

- Complete currently approved and funded projects.
- Complete a long-range facilities master plan for each of the three campuses.
- Complete University Commons in Portland (Muskie, OLLI, expanded OML, new Glickman entrance) using private funds.
- Submit a \$90 million bond request to the Chancellor to implement facility plans, beginning with the renovation of Bailey Hall.
- Make classroom repair and renovation a priority in all planning.
- Build a new residence facility in Gorham (Fall 2006), and new residence facility and a University Center in Portland (open Fall 2007).
- Fund adequate maintenance and operating costs for all new and renovated spaces.

5. RAISE ADDITIONAL EXTERNAL SUPPORT

We are facing limited increases in state funding. At the same time, for student access and opportunity, we need to control tuition and fee increases. Consequently, we must develop other additional sources of revenue. Private fund raising, alumni donations, increased support for research, and direct federal awards for targeted projects (“earmarks”) will play an increasingly significant role in our future. The largest capital campaign in our history will be a major lever of change for transforming USM.

Actions:

- Conduct a \$25 million capital campaign over five years for facilities, endowments, program support, and scholarships.
- Continue to increase grant and contract awards by 10 percent per year (\$48.4 million total this year).
- Increase federal earmarks to an average of \$5 million annually.
- Seek \$90 million in state bonds over five years.

CONCLUSION:

As we implement these actions we will draw primarily on existing planning and governance units in order to keep the process simple and effective. This is not about creating new planning structures; it is about getting important work done ([Attachment I](#)).

Thank you for all of the contributions you make on a daily basis. Given the amount of change we are undergoing and are planning, there will be some chaos and ambiguity. The System-level reorganization and planning will add to the uncertainty and take three to five years to implement, presenting us with a challenge and an opportunity. We value not only your willingness to embrace these changes, but your commitment to help drive them. We will be more decisive than we have been in the past. The trends discussed in this plan demand it. We will continue to make every effort to share news and developments with you as information becomes available.

These challenges are not unique to USM. Universities across the nation are facing them; those which respond forcefully and creatively will prosper. We all recognize that change is inevitable. But, making that change become progress is entirely up to us. We will continue to make progress on our journey to becoming nationally recognized as one of America’s best public, regional universities.

It is a transformation worthy of our time, our creativity, and our commitment.

To: WMPG BOD

6/9/2004

Rough estimate of space needs for new facility-

WMPG's minimum square footage needs plus specific work spaces in the new "University Center".

An on-air control room close to the music library, with line of sight access to performance and public affairs studios.

250 sq. feet

2 additional fully functional control rooms for production, backup, training, and possible 2nd broadcast services. Line of sight with studios would be good here too.

500 sq. feet (2x250)

A performance studio with space for large bands, a piano, and a live audience, with easy ground-floor access to a loading dock.

1000 sq. feet

A separate public affairs/talk show studio.

250 sq. feet

Multiple digital editing suites.

100 sq. feet (2x50)

A music library with plenty of space for growth. We don't expect the influx of CD's slowing any time soon, and our eclectic program schedule makes practically everything we receive viable for our air, separate climate control.

+1500 sq. feet (current library has 100,000 cds and lps and takes up approx. 750 sq. feet)

Office space either separate or communal, for existing departments (management, admin, programming, development, music, tech) as well as news/public affairs, web master and membership.

840 sq. feet (seven spaces x 120 sq. feet)

If communal office space is the model chosen, a private meeting room with a phone and computer.

200 sq. feet

A lobby/reception/front desk area.

250 sq. feet

A staff lounge with kitchen facilities.

250 sq. feet

Separate men's and women's restrooms.

50 sq. feet each?

Begathon/promotions storage.

100 sq. feet

A common/volunteer work area, with space for Blunt and other possible group radio projects like it.

250 sq. feet

Tech shop.

250 sq. feet

Downlink.

120 sq. feet

STL(studio to transmitter link), automation, computer networking, streaming servers

250 sq. feet

Plenty of general storage (including space for tech, admin, and Special projects like the record sale).

1000 sq. feet

A club-style DJ mixing setup permanently installed.

120 sq. feet

Media Studies training space -

500 sq. feet

Handicap Access

? sq. feet

Video Surveillance

? sq. feet

Windows to outside or the student union

? sq. feet

Ventilation with separate control that allows system to be turned off when mic is on

? sq. feet