MATC VISION

Milwaukee Area Technical College is committed to being a world-class educational institution that empowers students, faculty, and staff to realize their potential

January 7, 2009

NOTICE TO RESIDENTS OF THE MILWAUKEE AREA TECHNICAL COLLEGE DISTRICT, WISCONSIN

A Special Meeting* of the MILWAUKEE AREA TECHNICAL COLLEGE DISTRICT BOARD, WISCONSIN, will be held in the BOARD ROOM, ROOM M210, of MILWAUKEE AREA TECHNICAL COLLEGE, 700 WEST STATE STREET, MILWAUKEE, WISCONSIN, on MONDAY, JANUARY 12, 2009, beginning at 5:30 P.M. The agenda** for said meeting is presented as follows:

A. Roll Call
B. Compliance with the Open Meetings Law
C. Comments from the Public
D. Milwaukee Public Television Vision 2057 Task Force Recommendations Review

* This meeting may be conducted in part by telephone. Telephone speakers will be available to allow the public to hear those parts of the proceedings that are open to the public.

** Action may be taken on any agenda item, whether designated as an action item or not. Agenda items may be moved into Closed Session for discussion when it becomes apparent that a Closed Session is appropriate under Section 19.85 of the Wisconsin Statutes. The board may return into Open Session to take action on any item discussed in Closed Session.

Reasonable accommodations are available through the ADA Office for individuals who need assistance. Please call 414-297-6221 to schedule services at least 48 hours prior to the meeting.
Recommendation to the MATC Public Television Committee regarding Operating Options for Milwaukee Public Television.

The integration of the MPTV Friends and MPTV is of prime importance to the future development and success of Milwaukee Public Television. Therefore it is recommended to the MATC Public Television Committee and the MPTV Friends that all present employees of the Friends become employees of MATC reporting, via an appropriate management structure, to the General Manager of MPTV.

It is recommended that the Board of Directors of the MPTV Friends change its responsibility to focus on the development of corporate, foundation and individual major donor relationships as well as volunteer development.

It is recommended that a representative of the MPTV Friends Board of Directors serve as an advisor to the MATC Public Television Committee on matters related to MPTV Friends Board donor activities and issues.

After the above described integration of the MPTV Friends and MPTV has occurred and has operated for a period of time, should the staff and/or either board determine that the structure is not functioning in the best interest of MPTV, a thorough study shall commence into alternate governance structures. The structures considered shall focus upon a 501c[3] organization.

Any 501c[3] or other structure adopted shall ensure the following:

1] That the long-established instructional relationship of MATC and MPTV be preserved

2] That MATC Funding and in-kind support continue in a manner consistent with historical precedent

3] That MATC continues to hold the broadcast licenses for WMVS and WMVT

4] That all contracts, and established employment conditions and benefits for current employees be honored.

December 10, 2008  rev. 1/10/09
I want to address the recommendation of the Vision 2057 Committee to create a new 501C3 to operate Milwaukee Public Television. This an outrageous idea that has its origins in the assertion that because the Friends organization raises operational monies for the stations, they should also get to control station operations. It is on its face, a naked grab for power in the name of local corporations, and foundations who made the same arguments 10 years ago. I still can’t believe it’s gone as far as it has this time around. The same arguments,...that raising money from these same corporate, and foundation partners would be more successful if public tax money wasn’t a part of the overall formula of funding, that the relationship between the Friends organization, and the station is dysfunctional, and that station programming doesn’t serve the local community. Without the funding that MATC provides, station operations would cease to exist. There isn’t enough money in the local economy to support existing non-profits, and we all recognize that the state of the economy overall is much worse than it was ten years ago.

If the Friends and the station work at cross purposes, it’s due to the deliberate effort of persons in the Friend’s leadership to seize power, and when our commitment to the community is questioned, that’s a ploy to pave the way for future contributors to lay claim to editorial control of station programming.  

This effort has been very systematic, and the process accelerated by the personal ambitions of the author. The purchase of the services of the Lewis and Kennedy consulting firm was the first act, a craven, and corrupt misuse of the money the Friends are supposed to be turning over to the stations. The report included the pre-ordained conclusion that there be a new MPTV. Inc created. The next stunt was to form the Vision 2057 committee to reach this same conclusion, as if to validate the original idea. No working television professionals were included on this Committee save for Ellis Bromberg, and retiree Bill Werner. No Engineering managers were included, no production professionals, no TV faculty, but members of the Friends board and others who might be easily manipulated were. Representation by IBEW Local 715 was deliberately dis-included. The goal was to stack the deck, and today the perpetrators stand on the goal line, they just can’t stand the light of day.

The prestige, and accomplishments of MPTV are not for sale, our independence, and editorial integrity should be compromised for a handout. Likewise the rational for these changes cannot be supported by any of the statements in the many documents authored by persons in the Friend’s leadership. They present no data to support their outrageous claims for future success.

What are the real motivations at work here?

I propose that a full investigation be undertaken to assess who stands to gain. There is profit motive, one example is WHYY in Philadelphia. Last year the General Manager there took home almost $800,000 in salary, benefits, and performance bonuses. Let’s take a close look at the people involved, and determine who’s personal associations are being served, and any institutional conflicts of interest. If the MATC Board finally determines there is merit to the creation of a new non-profit, then I propose that the authors of this initiative be prevented from taking any seat on a new board of directors, or any managerial position within the organization.

I support the forensic audit of the Friends, and the idea that the station should be given control of the Friend’s organization, not vice versa. Thank You.
Vision 2057 Task Force

Background and Conclusions of the Milwaukee Public Television Community Study
“System” history: a global view

- PTV developed as independent stations
- Most predate CPB and PBS
- Local responses, local needs, local resources
  - Community groups
  - Universities
  - School boards
  - State government
- Institutions often did not consider private support
“ETV” becomes “PTV”

- Carnegie Commission redefined the role
- Federal funding formula encouraged private fundraising
- Community stations structurally ready
- Institutional licensees created structures
  - Tax exempt status
  - Distinguish from license holder
  - Provide funding flexibility
  - Engage community volunteers
Bifurcated structures led to conflicts

- Volunteer responsibility without authority
- Difficulty recruiting top volunteer leaders
- Uncoordinated fiscal planning, goal-setting
- Management and resource inefficiency
- Lack of donor accountability, transparency
- Discord and strife
  - Role conflict among agency chiefs
  - Attempts to control licensee by withholding funds
  - Attempts to commission programming
In reaction...

- Erecting parallel organizations
  (increasing overhead)
- De-commissioning support organizations
- Moribund volunteer leadership
- Excessive time spent defining roles
- Frequent fundraising underperformance
There are no “bad guys”

- Systems outlived their utility
- Fundraising has changed
- Higher level fundraising requires top volunteer leaders
- They require involvement
- Donors demand transparency
- MPTV is not alone ... nor has it displayed the worst tendencies
LKA Study in 2007

- "Greater potential ... in almost every area"
- Auction gross unequalled, but high COF
- Many opportunities
  - Membership
  - Major and planned gifts
  - Corporate support
- Friends organization and board auction-centric
- Editorial integrity policy needed
- Station physical facility inadequate
- Friends/station relationship "strained"
- Contributes to poor communication & planning
"Is there a better way?"

- Examined models across system
- Identified four "improved" models
  1. No independent 501(c)(3)
  2. 501(c)(3) as legal shell
  3. Interlocking boards of separate organizations
  4. 501(c)(3) operates station under operating agreement (remaining under MATC ownership)
- Subsequent discussions identified variations
- LKA recommend #4
25 community leaders:

"to study alternatives and recommend: community-based operating models, sustainable funding plans, physical facility needs and expanded community outreach activities to enhance Milwaukee Public Television as a key asset to Southeastern Wisconsin's cultural, economic and diverse societal growth for the next 50 years."

Given: MATC would retain license
Process

- Five meetings, June 16-Dec. 20, 2008
- Organized as three working groups
  - Community Services
  - Facilities and Resources
  - Operating Models
- Operating models group referred final recommendation to entire Task Force
- Majority reported adopted with one dissent
Interlocking recommendations

- Strengthened community-centered vision requires...
- Facility adequate to achieve the vision.
- A different operating model can facilitate broader involvement and investment, attract potential partners, and streamline MPTV management.
Perceived operating benefits

- Increased organizational efficiency
- Autonomy and agility in the media environment
- Community focus
- Openness to partnerships
- Access to significant levels of private support
Importance of due diligence

Issues include:
- Financial
- Legal
- National/local economy
- Management structure
- Mutual responsibilities
- MATC support level
- Employee status/benefits
- Review/renewal timeline
- Many others

A recommendation is not a plan. NHPTV took nearly two years from recommendation to implementation. Decision points must be built in. Due diligence may produce reason not to proceed.
Is this the right time?

- Due diligence will take many months
- Economy should be factor in due diligence
- Efficiency should increase net revenue
- Facility planning/funding require lead time
- Decision not to proceed may preclude question being raised again for years
Is it perfect?

- Nothing is
- Is it better?
- Potential opportunity to:
  - Increase efficiency, simplify management
  - Increase funding
  - Improve transparency
  - Expand mission and resources to meet it
  - Protect investment and role of MATC
Questions, discussion
Thank you for the opportunity

Jim Lewis
Lewis Kennedy Associates
jim@lewiskennedy.com
January 8, 2009

Dr. Darnell E. Cole  
President, Milwaukee Area Technical College  
700 W. State Street  
Milwaukee, WI 53233

Dear Dr. Cole:

The Vision 2057 Task Force is pleased to present its recommendation to you from its six-month study regarding the future of Milwaukee Public Television. Before presenting our three recommendations, let us briefly review the process that we followed.

In May of 2008, you asked a group of 25 community leaders:

- to study alternatives and recommend: community-based operating models, sustainable funding plans, physical facility needs and expanded community outreach activities to enhance Milwaukee Public Television as a key asset to Southeastern Wisconsin’s cultural, economic and diverse societal growth for the next 50 years.

Throughout our deliberations, we were guided by two tenets:

- Your strong commitment to Milwaukee Public Television
- Your resolve that it remain a part of Milwaukee Area Technical College

None of our three recommendations is at odds with either of these core principles. In fact, there was acknowledgement of the vital role MATC has played in establishing and building Milwaukee Public Television, acknowledgement of the role MPTV plays in the college’s academic life, and recognition that a continued close relationship with the college is essential to the future health of MPTV.

The Vision 2057 Task Force held five meetings between the spring and fall of 2008. We began work on June 16 with an overview of Milwaukee Public Television, the Lewis Kennedy Report on MPTV and Friends of MPTV that was conducted in 2007, and an overview of how public television operates in the United States.

The Task Force held four additional meetings, on July 30, September 17, October 24, and December 10, 2008. MPTV management, leaders of the Friends of MPTV, individual members, and our facilitator worked between these meetings to answer questions raised during meetings and provide background information to the task force. It was a robust process with representation from a diversity of opinions and interests.
To use our time most efficiently, we divided into three working groups:

- Community Services, chaired by Dennis Buehler of Milwaukee Ballet
- Facilities and Resources, chaired by Arthur Cyr of Carthage College
- Operating Models, chaired by Peter Holbrook of Cardinal Stritch College

The first two of these working groups presented their recommendations to the Full Task Force at its October meeting, which were subsequently adopted. The Operating Models working group, which arguably had the most difficult task, devoted considerable attention to the question of how Milwaukee Public Television might best be organized to fulfill the vision that the Community Services Working Group had established. The group found the organizational question so important and complex that it referred the ultimate recommendation to the full task force.

In October, the Task Force met by telephone with Peter Frid, President of New Hampshire Public Television, which has gone through a similar planning process and is in the closing phases of a transition to a new operating model within the UNH System. We noted with interest the due diligence that took place between the formal recommendation in 2007 that NHPTV adopt a new operating model and the actual adoption of this model, which will take place in January, 2009. Our recommendation to you is strongly influenced by the New Hampshire process. Should you recommend and should the MATC Board adopt our recommendations, it will be only the start of a long and careful transitional process.

While we are impressed by the potential of Milwaukee Public Television to serve this community, we are equally mindful of the important role MPTV now plays in Greater Milwaukee. We want to build on what MATC, MPTV, and the Friends have worked to provide for this community.

With that in mind, our recommendations are as follows:

**Report of Community Services Working Group:**

We recommend that the Task Force be guided by the following vision and mission for the potential of Milwaukee Public Television’s Community Service:

- **Vision Statement:** We envision a proactive, inclusive, and unified community that enjoys a vibrant public media that convenes the community’s many diverse constituencies in open dialog about the issues, concerns, opportunities and cultural/educational assets of importance to the community’s vitality.
- **Mission Statement:** The mission of Milwaukee Public Television is to provide a neutral forum in which the community can convene for open dialog that encourages solutions to issues, articulates concerns, presents opportunities and promotes its cultural and educational assets.
Report of Facilities and Resources Working Group

Our understanding of the vision recommended by the Community Services Working Group tells us that Milwaukee Public Television requires a facility that is open and accessible to the greater community. We sense an opportunity in Milwaukee now, given the pace of redevelopment and a multitude of space needs among cultural organizations.

Report of Full Task Force on Operating Models

MAJORITY RECOMMENDATION

The Vision 2057 Task Force, with input from the Operating Models Working Group, carefully considered the reports of the Community Services and the Facilities and Resources Working Groups that present an exciting service vision for Milwaukee Public Television. We have examined several models for how Milwaukee Public Television might organize to fulfill this vision, including the need for a facility adequate to achieve this vision, and we have interviewed the CEO of a public broadcasting organization that is now making a transition to a 501(c)3 operating model.

After due consideration, we recommend that the MATC Board consider utilizing a non-profit organization to manage day-to-day operations of public television. To accomplish that, we recommend that MATC establish and fund a study to identify and resolve the many legal, fiscal, academic, management, and personnel issues necessary for such a structure to succeed and present its findings and a recommended implementation plan for adoption by the MATC Board.

We recognize that many questions remain to be resolved before such an organizational change, but we believe that such a non-profit organization can best serve the public service needs of greater Milwaukee and sustain the substantial investment MATC has made in public television.

Acknowledgements

We want to thank the following members of the Vision 2057 Task Force:

- John Bernaden, MPTV Friends Board
- Joel Brenman, Discovery World
- Malcolm Brett, UW Extension
- Dennis Buehler, Milwaukee Ballet
- Sheila Cochran, Milwaukee County Labor Council
- Dr. Arthur Cyr, Carthage College
- Robb Degraff, MPTV Friends Board
- Sue Dragisic, United Way
- Peter Earle, MATC Board
• Linda Edelstein, UPAF
• Janice Falkenberg, MATC
• Mark Furlong, M & I
• Cristy Garcia-Thomas, UPAF
• Jill Geisler, Poynter Institute
• Cecelia Gore, Jane B. Pettit Foundation
• Dr. Peter Holbrook, Cardinal Stritch University
• Jeff Joerres, Manpower
• Dr. Richard Meadows, UWM
• Mike Mervis, Zilber Ltd
• Keith Nosbusch, Rockwell Automation
• Dr. John Pauly, Marquette University
• Elaine Peterson, MPTV Friends Board
• Michael Rosen, MATC
• Tim Sheehy, MMAC
• James Simpson, Johnson Controls
• Greg Stanford, retired Milwaukee Journal Sentinel columnist
• Jon Vice, Children’s Hospital and Health System
• Lori Waldon, WISN TV
• Bill Werner, retired MPTV producer
• Ann Wilson, MATC Board

We also wish to thank the following members of the management team and MATC senior staff several of whom were instrumental in the development of this report:

• Ellis Bromberg, General Manager, Milwaukee Public Television
• Janice Falkenberg, General Counsel, MATC
• Scott Rackham, former Executive Director, MPTV Friends
• Jim Lewis, Partner in Lewis Kennedy Associates, Portland, Oregon

We thank you for the opportunity to participate in what we regard as important work for the cause of public media in our community.

Respectfully submitted,

Sue Dragisic, President, United Way of Greater Milwaukee
Jill Geisler, Poynter Institute

XC: Vision 2057 Task Force members