

## Leadership Profile

Public Media North Carolina, located in Research Triangle Park, NC, invites applications for the position of executive director and general manager. The executive director and general manager position is responsible for the overall vision, leadership, strategic direction and success of Public Media North Carolina. Working closely with UNC System Office leadership, and other community and public sector leaders, this position ensures Public Media North Carolina's needs are met and its new strategies are executed. The executive director and general manager is ultimately responsible for a \$28 million budget and oversees approximately 150 permanent, temporary and contract employees statewide. This position provides leadership and direction in the strategic development and funding of programs and activities, and in compliance with all rules and regulations governing public broadcasting entities.

The search committee will consider candidates who most clearly demonstrate the following skills and attributes:

### LEADERSHIP

Public Media North Carolina seeks an externally focused, experienced and mission-driven individual, with a proven set of leadership and management abilities, who will help maintain and grow a positive, aligned culture, maintain focus on organizational effectiveness in serving the people of North Carolina and, at the same time, maintain and grow financial sustainability, who also:

- Has an open, inclusive style, but is an effective decision-maker and change agent;
- Shows up—in the community, throughout the state and with the staff;
- Puts the mission and success of Public Media North Carolina first;
- Values diversity;
- Has strong business skills and a record of effective business management;
- Is a fair, powerful team leader and builder, highly effective at serving the organization's mission;
- Provides direction and accountability for organizational and staff results, including clearly communicating strategy, goals and expectations;
- Has great people skills including being able to flex style—comfortable and effective at dealing with a wide range of stakeholders—from the smallest communities to statewide legislative, business and community leaders;
- Is diplomatic, situationally aware and sensitive to governance and oversight challenges.

### INTEGRITY

Public Media North Carolina's most important asset is the trust its audience and the people of North Carolina hold in the network's programming and in Public Media North Carolina as an institution. The executive director and general manager will:

- Be an authentic, courageous person of substance with strong self-awareness;
- Have clear, high standards for her or himself and others;
- Be honest with her or himself and others;
- Understand and practice confidentiality when necessary, as well as organizational and financial transparency;
- Understand and have commitment to journalistic independence, integrity and ethics.

## **COMMUNICATION**

The executive director and general manager will possess highly developed interpersonal and communication skills, with an open, engaging style, including:

- Comfort with and command of the range of communication channels, including speaking, writing and social media;
- Being a skillful listener;
- Being inspiring and respectful, connecting in a real way with people;
- Being an effective spokesperson for the organization.

## **VISION**

In the context of the ongoing massive changes the internet is having on availability and use of media, the executive director and general manager will display the ability to project Public Media North Carolina's needs into the long-term future; see and understand future trends in media, related fields and the world and their impact on operations and;

- Is a big picture person;
- Has a learning orientation, including demonstrated methods for gathering, assimilating and making meaning out of information about the changing media, technology and demographic landscapes;
- Balances vision with doing;
- Can enroll others in working together to execute vision.

## **INDUSTRY KNOWLEDGE (media, online, etc.)**

Knowledge of and experience with media, trends in technology and consumption of media, including:

- A high level of understanding the dynamics, issues and trends in media and public media (including the need to continue to develop Public Media North Carolina into an essential local institution), and the ability to lead Public Media North Carolina in this area;
- Understanding/experience with issues related to non-profit organizations;
- Ability to manage a complex physical plant (studios and 12 transmitter sites), including the strategic and financial challenges of maintaining its effectiveness;
- Deep commitment to and knowledge of public television (viewer, supporter); and
- Technological competence, comfort with/aware of digital and social media and ability to improve Public Media North Carolina's relevance in the digital-driven ongoing transformation of media usage.

## **STRATEGIC FOCUS**

Powerful understanding of and use of strategy in organizational life:

- Knowledgeable of (or able to quickly learn) dynamics affecting the current and future environment of Public Media North Carolina, including the impact of these dynamics on operations;
- Highly developed skill at prioritizing, and accomplished at sequencing change;
- Data driven: networks with and benchmarks other organizations to increase Public Media North Carolina's effectiveness;
- Able to continuously develop, execute and evaluate strategic and business plans, in concert with other stakeholders, and to champion strategic perspectives.

## **ADAPTABILITY**

The dramatic changes in media, the need to work effectively within the University and the need to serve all the people of North Carolina, call for someone who has a high level of adaptability and who:

- Has a solid sense of self and can be flexible;
- Can understand and thrive in a highly structured environment subject to federal, state, and university regulations not necessarily present in a private-sector organization;
- Is creative;
- Adapts positively and easily to change;
- Actively solicits new ideas and opinions.

## **FUNDRAISING**

The executive director and general manager will be enthusiastic about generating financial resources for Public Media North Carolina; an effective major donor fundraiser with a demonstrated track record, knowledgeable of and expert in fundraising and resource development, who is also:

- Comfortable with fundraising and development initiatives;
- Strong as mission spokesperson and in relationship-management aspects of fundraising (both individual and institutional);
- Has a comprehensive understanding of fundraising strategies and methods in public media (membership, underwriting, foundation and major and planned giving) and beyond;
- Able to develop Public Media North Carolina organizational fundraising capacity, and effective at moving beyond a reliance on transactional membership-based revenues into philanthropic fundraising, including identifying and dealing with any internal cultural and operational blocks to success with major donor and planned giving efforts.

## **PROBLEM SOLVING AND DECISION MAKING**

Public Media North Carolina seeks an expert decision-maker, who:

- Can prioritize and determine significance of a particular issue, understands who to include in the problem-solving process and knows what and how much information is needed;
- Can effectively analyze and use data in the decision-making process, and will make decisions in a timely matter;
- Is good at follow-through: can clearly communicate decisions; and
- Has a level of personal strength to stick by decisions and/or know when a change of direction is needed.

## **MANAGEMENT/TEAM MANAGEMENT**

A selected candidate will be an inclusive, experienced, results-oriented manager of people, who is both expert at and enjoys the internal, teambuilding aspects of the ED/GM role. S/he will need to demonstrate strong internal relationship skills and experience with supervising a staff, including:

- Being a committed and effective manager of people, including supervising and developing the staff (including staff cohesion, inclusion, accountability and effectiveness);
- Having proven skills at and commitment to mentoring, diversity and inclusiveness;
- Understanding the primacy of developing staff, while continuing to grow an aligned, committed, competent team;
- Leading staff without micromanaging;

- Having a demonstrated record of commitment to and effectiveness with managing and developing diversity throughout the organization.

### **General Responsibilities**

- Maintains a creative mindset that establishes Public Media North Carolina as a world-class provider of exceptional programming and content.
- Manages daily operations of Public Media North Carolina, ensuring the establishment of operational and budgetary guidelines for the 12-station network.
- Designs, establishes and maintains an organizational structure and staffing to effectively accomplish Public Media North Carolina's goals and objectives, and builds upon the recently approved strategic plan.
- Creates a positive marketing and on-air image that attracts, maintains and increases its audience.
- With community involvement, guides the process of developing programming that supports the University of North Carolina's educational goals and mission.
- Provides strategic direction to develop partnerships with other organizations that will strengthen the quality of multi-platform content.
- Provides strategic direction to diversify Public Media North Carolina's revenue from nontraditional sources and in the development of significant external funding and revenue in the form of grants, underwriting, major and planned giving efforts and all other digital fundraising activities.
- Responds to business opportunities with commitment and decisiveness.
- Ensures the organization's compliance with all federal (including FCC), state and university statutory mandates, rules, regulations and policies.
- Develops standards for revenue-producing staff.
- Serves as Public Media North Carolina's representative to the Corporation for Public Broadcasting.

### **Other Knowledge, Skills and Abilities**

- Ability to bring about strategic change, both within and outside Public Media North Carolina, to meet organizational goals.
- Ability to establish and articulate a clear vision for Public Media North Carolina, and to implement that vision in a continuously changing environment.
- Ability to maintain and build upon an inclusive, diverse workplace that fosters the development of others, facilitates cooperation and teamwork, builds consensus and supports constructive resolution of conflicts.
- Ability to make decisions that produce high-quality results by applying technical knowledge, analyzing problems and implementing sound risk-management practices.
- Ability to project strategically the long-term goals of Public Media North Carolina; identify future trends in public media and plan for the effect on Public Media North Carolina's operations.
- Ability to develop strong strategic relationships.
- Ability to manage human, financial and information resources strategically.
- Proven effectiveness in communicating with high-level donors, community members, viewers, elected officials, Board of Trustees members, the UNC Board of Governors, PBS executives, employees and peers.

- Record of community engagement, civic leadership and collaborating and/or building partnerships with individuals, organizations and educational institutions.
- Demonstrated, effective fundraising with a comprehensive understanding of fundraising strategies and methods utilized by public media.
- Knowledge of new and emerging trends and technologies, especially in the digital publishing, public safety and/or education industries.
- Knowledge of promotional and marketing communications techniques.
- Knowledge of the dynamics and distinct issues of the varied governance structures found in public media.

### **Minimum Education & Experience**

Bachelor's degree in journalism, communications, business or related field with 10 or more years of experience in successfully and innovatively leading public broadcasting, media, publishing, technology, digital media/learning or higher education professionals, with a successful track record of innovation in programming, production, fundraising and/or operations. Advanced degree preferred.

### **STATION OVERVIEW**

#### **Public Media North Carolina—Putting the public first...**

**Our Mission:** Public Media North Carolina contributes to the greater good by connecting North Carolinians to each other, the world and endless possibilities.

**Our Vision:** To be a vital, indispensable service and partner to all North Carolinians

#### **Our Core Values:**

- Listening
- Open-mindedness
- Inclusion
- Integrity
- Excellence

We connect with North Carolinians three ways...

#### **In Person | *Engagement***

We host and we partner on more than 140 statewide events reaching more than 75,000 people annually. Events include workshops, roundtables, educational tours, and conferences. Participants include teachers, children, families, veterans, legislators, non-profits and corporations.

#### **Online | *Digital***

We share our state's stories via our website, digital communications and social media, including over 80,000 fans on Facebook, Twitter, Instagram, as well as category-specific emails.

#### **On Air | *Four Channels & Public Safety***

Public Media North Carolina reaches 99% of NC households using televisions. As North Carolina's only

statewide public media network, Public Media North Carolina's 12 stations provide all 100 counties with four full-time, unique broadcast program channels 24 hours a day:

- [UNC-TV](#) PBS & More
- [North Carolina Channel](#)
- [Rootle](#) 24/7 PBS KIDS Channel
- [Explorer Channel](#)

Public Safety: Public Media North Carolina transmission towers also enable statewide reach of broadcast and web-streamed emergency briefings.

### **GOVERNANCE STRUCTURE AND CANDIDATE SELECTION PROCESS**

As part of the University of North Carolina System, Public Media North Carolina is ultimately responsible to the University's Board of Governors, which owns Public Media North Carolina's licenses to broadcast granted by the Federal Communications Commission. The North Carolina General Assembly appoints the Board of Governors.

In addition, Public Media North Carolina's Board of Trustees serves in a direct advisory capacity, assuring that public involvement and perspectives will have further influence on station operations. The Board of Governors appoints 11 Board of Trustees members, the governor appoints four, and the president pro tempore of the senate and speaker of the house each appoint one. Five serve ex officio: the president of the University of North Carolina, the president of community colleges, the superintendent of public instruction, the secretary of health and human services, and the secretary of cultural resources.

Per statute, the chief administrative officer of the Public Media North Carolina shall be the Executive director, "who shall be elected by the Board of Governors upon recommendation of the President and who shall be responsible to the President." [N.C.G.S. §116-37.1(c)]. <sup>1</sup> The search committee will identify three finalists, any of whom the committee believes could be successful in the role of Executive Director and General Manager and submit those names to the President. The President will interview the three finalists and make a recommendation to the Board of Governors who will approve the President's recommendation.

---

<sup>1</sup> Although responsible to the President, the Executive Director and General Manager administratively reports to the Senior Vice President for Academic Affairs in the UNC System Office.

### **Instructions to Applicants or Nominators**

Public Media North Carolina is being assisted in this search by Livingston Associates. For consideration, please submit a letter of introduction, resume, salary requirements and a minimum of three professional references with their contact information.

To nominate someone, please email [tom@livingstonassociates.net](mailto:tom@livingstonassociates.net). Inquiries are welcome with Livingston Associates at (410) 243-1974.

The posting for the executive director and general manager position can be found at <http://livingstonassociates.net>

For priority consideration, applications and/or nominations should be submitted prior to March 1, 2019.

The University of North Carolina System Office/ Public Media North Carolina is an equal opportunity and affirmative action employer. All qualified applicants will receive consideration for employment without regard to age, color, disability, gender identity, genetic information, national origin, race, religion, sex, sexual orientation, or status as a protected veteran. UNC System Office is a VEVRAA Federal Contractor. To claim veterans' preference, all eligible persons shall submit a DD Form 214, Certificate of Release or Discharge from Active Duty, along with a State Application for Employment (Form PD-107 or equivalent) to the appointing authority. UNC System Office participates in E-Verify. Federal law requires all employers to verify the identity and employment eligibility of all persons hired to work in the United States.

EEO Contact Information: Applicants needing assistance with or who have questions about the application process are asked to contact: [ophiring@northcarolina.edu](mailto:ophiring@northcarolina.edu)