



## Michigan Radio

Executive Director and General Manager  
Ann Arbor, MI



DRiWaterstone HC  
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## Community Impact:

Michigan Radio measures its impact across a range of factors, including audience reach, audience research and feedback, and award recognition. We also assess additional indicators of success for our key initiatives, such as increasing awareness and connection and holding chief decision-makers accountable.

“Michigan Radio enriches my life. I am a better person, and better informed as a result of listening. You bring NPR to me, but that is just a small part of the package. Your coverage of Michigan news and broadcasts of the viewpoints of Michigan civic and political leaders is the best.”

*Gary, Kalamazoo*

## About Michigan Radio

Michigan Radio's audience makes NPR more than just a part of their day, they make it part of their lives. The Michigan Radio/NPR audience turns to long-form journalism and storytelling that changes lives. They have been providing independent award-winning journalism for nearly 75 years.

**Vision:** An informed and engaged Michigan.

**Mission:** Uncovering the facts, sharing the stories, and creating the connections that give meaning to our complex world.

**Values:**

1. Earning trust. Michigan Radio reports news and information with tireless dedication, and its programming is authentic, reliable, and relatable.
2. Acting independently. Michigan Radio operates with autonomy, answering only to its audiences, never to corporate interests.
3. Embracing diversity. Michigan Radio seeks out and embraces varied perspectives and is committed to ensuring the station's staffing composition reflects the diverse communities they serve.
4. Operating ethically. Michigan Radio adheres to the highest standard of journalistic integrity and conducts its internal operations with sound, transparent practices.
5. Pursuing fairness. Michigan Radio recognizes the innate biases that influence each of us and works to overcome these in service of responsible reporting.



## Station-Wide Strategic Goals

Michigan Radio is a public radio station licensed to the Regents of the University of Michigan. The station airs news and information content 24 hours per day, seven days per week via five FM signals: WUOM 91.7 FM in Southeast Michigan, WFUM 91.1 FM in Flint, WRSX 91.3 FM in Port Huron, WLNZ 89.7 FM in Lansing and WVGR 104.1 FM in Grand Rapids, Kalamazoo and West Michigan. Michigan Radio's reach is further extended via its news website, online streaming, mobile phone apps, and social media profiles.

1. **Uncover the facts:** Fortify Michigan Radio's commitment to an informed public as one of the foundational elements of a thriving democracy. With the decline of local newspapers and shrinking newsrooms across the nation, reporting that holds powerful people and institutions accountable is at risk. Michigan Radio combines thoughtful, timely explanatory journalism with the skillful investigatory capability to ensure the public stays up to date with current events, has the context they need to make sense of what's happening, and can dig deeper into the major stories of our time. This journalistic depth and range are critically necessary for a healthy democracy - and require resources and commitment to do well.
2. **Share the stories:** Enrich the human experience through long-form storytelling, in-depth interviews, and dialogue across disparate perspectives. Much of the daily news is delivered in sound bites and social media posts that have left many people hungry for in-depth storytelling. This storytelling can take multiple formats, ranging from classic long-form journalism to one-on-one interviews and dialogue that models how to welcome and engage with differing perspectives, and the richness that can result from that exchange. Much of this content tends to be particularly well-suited to on-demand delivery platforms.
3. **Create the connections:** Build and strengthen Michigan Radio's relationships with diverse communities so they can bring those stories and perspectives to life. Personal stories shape our beliefs and challenge our biases. In a time of intense polarization and ideological echo chambers, they will connect people with each other - and with the station - in creative and valued ways, whether in person, over the airwaves, or through audiences' devices. Michigan Radio takes an intentional approach to connect its content across platforms, both to increase accessibility and to wring the most value out of the station's investment in content creation. In support of all the above, Michigan Radio will strengthen the cross-functional connections across the station so that Marketing, Corporate Support, Membership/Development, the Business group, and Programming are well-informed of each other's work and tightly aligned in terms of a collaborative approach to this plan's implementation.



## The Opportunity

The Executive Director and General Manager will be a visionary for the future of the station, working with a talented team of individuals in programming, operations, marketing, news, and fundraising. This role will primarily focus on moving the strategic direction of the station forward, leading a strong, collaborative team, and ensuring efficient and effective operations and sustained funding models. The Executive Director and General Manager will report to the Vice President for Communications of the University of Michigan.

### Specific responsibilities include:

- ❖ Lead and inspire a strong, talented team of 50+ creative individuals ranging from on-air staff, content creators, fundraisers, news, marketing, and digital, operations, managers, and technical staff.
- ❖ Align the vision and daily operations to the future needs of the community, members, and funders, with a focused intent on the value of public radio; develop and communicate goals; take healthy risks.
- ❖ Communicate regularly and in a transparent manner with all staff; provide for an environment that is collaborative, high functioning, and where the team feels valued and recognized.
- ❖ Create a culture that embraces varied perspectives and is committed to ensuring the station's staffing composition reflects the diverse communities they serve.
- ❖ Create the infrastructure and investment components needed (funding, operations, strategy, resources) to create important content, be innovative, capture new audiences, and tell authentic stories about our community.
- ❖ Use project management skills to align workflow to deliverables while ensuring accountability; infuse this approach through the organization; prioritize goals and initiatives.
- ❖ Build relationships with prospective donors (individual, foundation, corporate, grants) to match programming needs.
- ❖ Collaborate with and maintain connections with National Public Radio for industry knowledge, resources, opportunities, and tools.
- ❖ Manage financial resources to effectively support the implementation of the strategic plan and set the station up for a strong future.
- ❖ Understand the landscape of the workforce and plan for professional development needs including succession planning.
- ❖ Work with leadership to develop and execute digital, social media, and other marketing methods to expand station reach and build diverse audiences.



## The Opportunity (Continued)

- ❖ Build and support a continuous improvement culture across the organization including the use of data and reports to make business decisions.
- ❖ Use knowledge of the public radio and/or non-profit industries to help us effectively plan for the future and expand beyond the traditional ways of operating and raising money.
- ❖ Skillfully support the team through the ethical complexities that naturally arise in journalism.
- ❖ Lead the team through myriad work modalities effectively while supporting a strong work-life balance, positive work culture, and a multi-generational workforce.
- ❖ Represent the station in an engaging, compelling manner with stakeholders and funders.
- ❖ Review and Interpret Federal Communication Commission regulations, government legislation, and University policies to develop consistent operating policies and maintain the legal status of station functions.
- ❖ Strive for truth and accuracy in all aspects of work.

### Important Attributes include:

- ❖ Innovative, forward-thinking, and creative
- ❖ Building strong relationships
- ❖ Active listening
- ❖ Thoughtful risk-taker
- ❖ Mission and values-driven
- ❖ Transparent
- ❖ Advocate for staff
- ❖ Goal-oriented strategist
- ❖ Data driven decision maker
- ❖ Adaptable and flexible
- ❖ Building a culture of collaboration





## The Candidate

### Specific Qualifications:

- ❖ 10+ years of leadership and management experience with a focus on positive organizational development approaches and supporting staff.
- ❖ Deep understanding of the operations of a public organization including financial resource management, marketing, and fundraising.
- ❖ Previous experience leading the development of a strategic plan and bringing that plan through to implementation.
- ❖ Knowledge of and applied use of project management skills.
- ❖ Fundraising experience within a non-profit including a proven track record of securing major gifts.
- ❖ Demonstrated commitment to diversity, equity, and inclusion including how the work of public radio aligns with these ideals.
- ❖ Working knowledge of the principles of change management.
- ❖ Knowledge of the trends within the public radio industry.
- ❖ Interest, understanding of, and passion for the mission of public radio and the landscape within Michigan.
- ❖ High emotional intelligence with an understanding of how to effectively lead creative individuals.
- ❖ Bachelor's degree or equivalent combination of education and experience.

### Diversity, Equity and Inclusion:

The University of Michigan Office of the Vice President for Communications wants to employ a diverse workforce as a reflection of our commitment to serve the diverse people of Michigan, to maintain the excellence of the University, and to offer our students richly varied disciplines, perspectives, and ways of knowing and learning.



## Applications can be submitted at:

<https://waterstonehc.com/driwaterstonehc/position/michigan-radio-exec-dir-gen-mngr/>

### University of Michigan Search Advisory Committee:

Betsy Brown  
Assistant Vice President, Marketing Communications  
Office of the Vice President for Communications

Zoe Clark  
Interim General Manager  
Michigan Radio

Heather Newman  
Senior Executive Director, Marketing & Communications  
Office of University Development

David Reid  
Chief of Staff and Director of Communications  
Office of the Vice President for Communications

Jodi Westrick  
Director of Digital  
Michigan Radio

The salary range for this position is \$175,000 - \$200,000.

DRiWaterstoneHC is managing the search on behalf of Michigan Radio. All first-round interviews for this position will be via video conference with DRiWaterstoneHC.

DRiWaterstone is a women-founded and led executive search firm recognized by Forbes magazine as one of the leading executive recruiting firms in the U.S. With a focus on mission and purpose-driven organizations, we provide executive search and strategic consulting services to help regional, national, and international clients grow, thrive, and excel.

### **Equal Employment Opportunity**

The University of Michigan, as an equal opportunity/affirmative action employer, complies with all applicable federal and state laws regarding nondiscrimination and affirmative action. The University of Michigan is committed to a policy of equal opportunity for all persons and does not discriminate on the basis of race, color, national origin, age, marital status, sex, sexual orientation, gender identity, gender expression, disability, religion, height, weight, or veteran status in employment, educational programs and activities, and admissions.