



## Stephen Yasko

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### **Skills - Accomplishments - Philosophy**

#### **Leadership-Integrity-Team Management**

Public Radio General Manager for thirteen years demonstrating grace, enthusiasm, ethics and high standards through relentless self and organizational examination. Maintaining personal and organizational integrity has been paramount in my success.

Vigorously fine-tune my own style through career coaching and leadership training. High level of emotional intelligence; ability to quickly assess personalities and integrate their needs into my communications.

Enthusiastic and professional "Public Face" of the organization. Experienced in writing op-ed pieces; speaking to community & business groups; elected officials and other stakeholders.

Created financial/human resources policies to create non-profit management company. Utilized goal oriented employee evaluations to provide direction and accountability for individual and organizational goals. Regularly handle sensitive information such as proprietary corporate information, employee records and donor dossiers.

Managed staff of 25 full/part-time staff and more than 200 active volunteers. Directed all financial and personnel decisions. Created professional development opportunities to increase skill levels and team work. Developed a personal mentoring leadership style while maintaining organizational boundaries.

Purchased employee benefits including health insurance and retirement savings plans. Wrote all policies including social media guidelines, financial procedures and grievance practices. Engaged contractual HR service to ensure WTMD is a safe, inclusive and dynamic work environment.

#### **Industry Knowledge and Vision**

Lead effort to build an 8,000 sq. ft. state-of-the-art community and broadcast center for music lovers that turned WTMD into a regional cultural institution. Engaged community leaders, staff and licensee to create a sustainable vision for WTMD's future.

Guided the design, materials and function of each space. Watch a [video tour](#) explaining the design. WTMD is now recognized as one of the top technologically advanced stations in the system.

Installed a Times Square style electronic ticker sign to promote station to passersby. Displayed public service messages and increased revenue through mission appropriate advertising. Sign payed for itself after just 225 underwriting agreements.

Developed a strategy to determine how to embed the station's mission and core values into the opportunities created by digital media into the facility

Designed WTMD's new technical specifications to include multiple recording studios, workstations, video production, podcast and other digital products. Each space was designed to meet current and expected increases in on-demand media consumption.

Increased non-traditional revenues such as facility rentals, recording studio rentals for musicians, movie screenings, and educational activities while casting WTMD as a community music and arts center. Project accomplished under the original \$4 Million budget.

Completely versed in FCC regulations and CPB compliance.

## **Programming and Content**

Creative producer, host and executive in charge in content. Devised on and off air programming modules to extend listening. Developed video and social media strategies.

Created editorial partnerships to cover SXSW and other music festivals that went beyond artist interviews into cultural aspects of each location.

Debuted Baltimore Unsigned, Hit Parade, Sunday School for Saints and Sinners and other programs. Oversaw live remotes from events including scheduling and cost analysis.

Created podcast unit to archive and distribute shows and segments including video.

Expert in filtering audience ratings data through the station's mission to base decisions affecting the station's product.

Employed a disciplined approach to air checking hosts to ensure a consistent station sound.

## Strategic Focus

Created three-year strategic plan to set priorities and criteria for signal expansion, transparent financial accountability, staffing and a new governance structure.

Recruited a strategic planning task force consisting of university representatives, major donors, other community members and staff. Hired the Public Media Company to manage the process. Ran financial scenarios including growth based on signal expansion and the expenses of acquiring additional stations.

Recruited 15 highly resourced donors to become board members to launch Towson University Public Media (TUPM), a separate 501c3 corporation, to manage and govern the future of WTMD. Oversaw the creation of this entity from incorporation to operation. Board had 100% participation at \$2,500 or higher giving levels.

Developed data-driven benchmarking systems to judge WTMD's potential and progress. Instituted profit center budgeting process to increase net revenue.

## Financial Planning and Fundraising

Transformational leader who created a 10-fold increase in station revenues by combining digital media content with reimagined on and off air fundraising techniques.

Created annual budgets including fundraising goals and expense projections. Scaled financial operations as station grew from \$120,000 to \$2+ Million over 13 years. Created financial controls, engaged audit firm and negotiated credit card discount rates.

Early adopter of sustaining memberships that increased revenues to record breaking levels. Sustaining memberships comprised 40% of the membership file and 51% of revenue within 12 months.

Reorganized underwriting department to achieve significant growth resulting nearly doubling revenue from \$400,000 to \$750,000 in less than 24 months.

Inventor of The Great Baltimore Check-In, a city-wide scavenger hunt. Promotion encouraged listeners to visit underwriters' locations, to demonstrate public radio's ability to deliver response.

Analyzed and purchased membership management systems. Prepared plans to integrate membership software and financial software packages for increased reporting efficiencies.

Developed case statement, wealth screened and scenario planned a \$1+ million Programming and Technology fund to position WTMD for the next five years in developing new programming and taking advantage of new media opportunities.

## Community Relationships

Recognized for building relationships with culturally diverse organizations as well as civic and business groups to grow community involvement in the station.

Adopted the Living Classrooms Foundation's Believe In Music Project to bring at-risk young adults into the station for music education and performances. "Believe in Baltimore" music video created by students to heal post-civil unrest. National television attention.

Producer of large scale events such as First Thursdays Concerts In The Park; five free shows in a city waterfront park. At 10,000 attendees per show, this largest free concert series in the Northeast. Built advantageous relationships across governmental offices, community associations, and the business community. Planned and moved location to current larger park to accommodate larger crowds and more sponsorship opportunities. Financially successful through sponsorships.

Created an agreement with Baltimore-Washington International Airport to have WTMD produce co-branded programming and music played throughout the facility and host a monthly on-site concert. Project received national regional press attention.

Negotiated partnership with Maryland Public Television and served as air talent on two productions, resulting in an Emmy Award. Concert for the Chesapeake Bay now in its fifth year.

## Employment History

### **Executive Director, Bromo Arts and Entertainment District • 2016-Present**

Direct organization's economic development activities.  
Consult with organizations and businesses on site selection, renovation forecasts,  
Provide professional development opportunities in fundraising, business management  
and marketing/branding activities.

### **General Manager and Executive Director, WTMD/Towson University Public Media • 2002-2015**

#### **National Program Director, Pacifica Radio Foundation • 2000-2002**

Senior-level responsibility for national programming, broadcast operations and digital.  
Board Reporting responsibility.  
Managed 20 employees and dotted line reporting from station program directors.  
Managed crisis communications program during union grievance process.  
Served as primary public spokesperson for programming.

#### **Program Operations Manager/Marketing Manager, National Public Radio • 1995-2000**

Responsible for program clearances and industry marketing.  
Managed NPR's programming committee.

Served on pricing task force that transitioned to an audience based revenue model.  
Coordinated talent activities including escorting Diane Rehm on her first book tour.

#### **Marketing Director/Producer, The Diane Rehm Show/WAMU • 1995**

Launched national distribution of the Diane Rehm Show.  
Recruited initial stations, monitored audience development.  
Produced program segments on politics, book interviews and other topics.

## Education

The American University: B.A. Communications/Political Science, 1984

## Guest Lecturer

The Clive Davis Institute for Recorded Music at NYU