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Professional Summary:

Comprehensive television station management experience successfully confronting and solving a wide variety of problems through innovative, team oriented management.

Managed conversion of third UHF independent in Milwaukee, Wisconsin to a CBS affiliate, resulting from the nationwide affiliation switches of 1995.

Financial and audience turnarounds achieved during ten years managing CBS and NBC affiliates for King Broadcasting. Positioned stations as community leaders, expense items converted to revenue producers, overall expenses reduced relative to the market and profits dramatically improved.

Radical reorganization, initiation of fiscal management standards, staff reductions of thirty percent and a total rebuilding of programming, news and promotion for independently owned CBS affiliate in Albuquerque, New Mexico. Station ultimately sold to major group.

Management style is characterized by strategic planning, goal setting, qualitative market research, station positioning and collegial/team management.

Proven ability to deal with the changing requirements of today's broadcasting industry while maintaining a positive work atmosphere and public perception.

Media Services

President, Media Services, 1991-Present

Media Planning, television station development, sales and market planning, program development, organizational and staff structure, development. Clients include Advertising agencies, start-up television operations. Taught broadcast management seminars *Cheung Kong Graduate School of Business*, Beijing, China; Consulted stations and networks in Bulgaria, Russia, Kazakhstan, Croatia, Albania, Armenia, Serbia, and Slovakia. Lecturer in China Business School, Receivership management, Alaska Broadcasting Network, KIMO-TV, KATN-TV, KJUD-TV, 1993 –1996. United Communications Corporation, Kenosha, WI. and its stations Watertown NY and Mankato MN. MediaNews Group, Denver CO.

Founder/Publisher/Editor *The Landings Eagle*, a community newspaper and accompanying Web Site, LandingsEagle.com.. Founded in 1981, operated profitably at margins up to 50% annually, sold in 2012.

Landlord. Three difference units from 1982, two different cities. Operated profitably each year, all sold at substantial capital gain.

For Further International Detail – See Last Section

Weigel Broadcasting

Vice President/General Manager WDJT-TV, CBS-58 Milwaukee Wisconsin, 1995-1996

Manage conversion of third, UHF, independent to full CBS affiliate in the 31st Market, re-staff, add news department, establish promotion image, manage daily operation.

New Mexico Broadcasting

Executive Vice President, New Mexico Broadcasting Company,

General Manager KGGM-TV Channel 13, CBS, Albuquerque & KBIM-TV, Channel 10, Roswell, New Mexico, 1988-1990

Reorganized financial and operational systems, initiated strategic planning, and greatly reduced operating costs. Planned and executed assimilation of KBIM-TV acquisition as a KGGM satellite. Balanced the interests and needs of local ownership with the practical needs of today's broadcast environment.

King Broadcasting

Vice President/General Manager 1982-1988

KGW-TV, Channel 8, NBC, Portland, Oregon

Financial and Programming turnaround in eighteen months. Increased profits over 300% during tenure, despite a "down" market and additional stations. Station increased its share of market profits each year. News moved from number three early and late to number one late and a tight three-way race early. Established community leadership position, evidenced by honors such as a George Foster Peabody award, NATPE's IRIS award, and National EMMY nominations.

Vice President/General Manager 1979-1982 KREM-TV, Channel 2, CBS, Spokane, Washington

Doubled station profitability in two years. Greatly improved the station's news position against long entrenched competition consistently winning the late news with demographic leadership in the early news. Established the station's first regular editorial board developing a strong community leadership position. Made long-standing

community service efforts self-supporting. Station regularly received the highest journalist awards during this tenure.

Allbritton Communications:

Director of Broadcasting 1975-1979

Program Manager 1972-1975

WJLA-TV, Channel 7, ABC, Washington, D.C.

Hired as Program Manager. In three years advanced to Director of Broadcasting with responsibility for News, Programming, Public Affairs, most legal and license renewal matters and AFTRA, NABET and IATSE negotiations for the Nation's Capitol ABC affiliate. Member of the "turnaround" management team saving the license in one of the industry's most serious license challenges and establishing the station as a highly profitable operation.

Post-Newsweek

Program Director 1969-1972

WJXT-TV, Channel 4, CBS, Jacksonville, Florida

Milwaukee Journal Company:

Production Manager 1967-1969

WTMJ-TV. Channel 4, NBC, Milwaukee, Wisconsin

Public Broadcasting:

Producer Director/Production Manager 1964-1967 WITF-TV, Channel 33, Public Television, Hershey, Pennsylvania; South Central Educational Broadcasting Council

Earlham College:

Director of Broadcasting, Instructor of Speech, 1963-1964

Education:

Master of Arts; Rackham School of Graduate Studies, University of Michigan

Bachelor of Arts; Literature, Science and Arts, University of Michigan

Career Affiliations:

Chairman: New Mexico Free Television Association
Board of Directors: New Mexico Broadcasters Association
Board of Directors: Portland Urban League
Board of Directors: Association for Portland Progress
Board of Directors: Doernbecher Children's Hospital Foundation
President's Advisory Committee: Pacific University
Board of Directors: National Association of Television Program Executives
Children's Television Committee: National Association of Broadcasters

Teaching Appointments - (some dates approximate)

University of Michigan, Howard R. Marsh Visiting Professor (1986)
George Washington University, Washington, D.C. (1977)
Jacksonville University, Jacksonville, Florida (1971)
University of Wisconsin - Milwaukee, Wisconsin (1968)
Harrisburg Community College, Harrisburg, Pennsylvania (1966)
Indiana University Center at Earlham College, Richmond, Indiana (1964)
University of Michigan, Ann Arbor, Michigan, Teaching Fellow(1961-63)
Marylhurst College, Marylhurst, Oregon, Adjunct Faculty/Evaluator (1988-98)
University of New Mexico (Spring 1992 - Temporary Appointment)
College of Santa Fe (Spring 1992)
Guest lectures at many Colleges, Universities and Junior Colleges.

Elaboration on International Assignments

International Assignments include:

August 2004 – Media Development Loan Fund, Warsaw, assignment to evaluate Sales, management structure, market potential and conditions for B-92 Belgrade, Serbia.

November 2000 - US State Department - Assist seven local television stations in developing broadcast plans, transmission strategies, and recommend network structure and legislative improvements to encourage the further development local independent stations in Slovakia. Addressed the International Association of Independent Television Stations.

October 1999 - USIA - State Department -Tirana, Albania - Assist Albanian National Radio and Television in developing strategic plan to deal with forthcoming financial independence and substantial reductions of government support. Discussions and recommendations covered virtually every aspect of the operation: engineering, sales, programming, personnel, news, facilities planning, public and government relations and general management.

April 1999, Moscow - Participate in Financial and Strategic Planning Seminar with representatives the Russian accounting firms and University of Moscow Business Department. Seminar attended by approximately twenty television station and two

national networks. Vladivostok, Russia - Serve as co-trainer with station management from Krasnoyarsk for a seminar of about eleven area television and radio stations..

November 1998 - Internews, Kazakstan, 3 weeks - Alau-TV Kostanai & RIKa-TV, Aktyubinsk, assist each station in developing short and long term strategies in sales, programming and financial management with special emphasis on facing new competitive stations

March 1998 - USIA - Zagreb, Croatia - 3 weeks - Assist the U. S. Embassy working with local journalists to examine the feasibility of creating a new television station or network to compete with the three, well established national Television outlets. Develop alternatives in the likelihood frequencies and licenses would not be available.

November 1997 - Internews, Yerevan, Armenia and Shant-TV, Guimry, two weeks: Led one week of intensive management training seminar with a Russian TV station owner/manger as co-trainer. A second week in Guimry with the station owner/manager of Shant-TV. All aspects of station management, sales and development. Specific recommendations for Shant TV's further development.

October 1997- Internews, BERT Project, Omsk, TBK6 and Krasnoyarsk, Agava-TV, 3 weeks, One week each of tutoring management and Developing financial management techniques. Each station then diverged into their individual needs.

September 1997- USIA, Channel 33, Almaty, Kazakstan, 3 weeks: Station ownership and management professed need to jump-start their management technique. Spent time meeting daily with General Manager/owner laying out management strategies and techniques. Spent time with virtually the entire staff assisting in development of management style and procedures. Primary USIA (USIS) contact in Almaty, Karen Williams. Andy Howard in Washington.

1992 - USIA, Bulgarian National Television, 6 weeks: Assist in development of a second national channel, develop planning for establishment of independent local channels, meet with local lawyers and bureaucrats to devise options for broadcast legislation, tutor all departments including sales, production, engineering, news seminars encouraging independent reporting, provide multiple recommendations to the Director of Bulgarian National Television. Unfortunately the government and management were replaced soon after my departure. Primary USIA contact in Bulgaria, Bill Cook, Sandra Murphy in Washington.