

THE PUBLIC BROADCASTING FOUNDATION OF NORTHWEST OHIO
WGTE Public Media
Strategic Framework – 18 June 2015

WGTE, like non-commercial and commercial media organizations everywhere, finds itself adjusting to a competitive and volatile environment that changes more quickly than ever before and in unimaginable ways. To continue and grow its mission of public service, WGTE must evolve and capitalize on opportunities presented by a high-tech world in which consumers are in control.

This strategic framework of priorities is a dynamic document that will provide WGTE with a framework for the next five years. It will enable WGTE to meet its mission and execute its vision to better serve its various and many constituencies.

The “E” in WGTE stands for “Education,” as in Greater Toledo Education. After a thorough consideration of all that WGTE does and should do for the community, we realize that the “E” in WGTE represents many more things, though Education remains at our very core. So it is that every plank of WGTE’s strategic framework touches on one or more of the following objectives, which are critically important to our future as a vital and vibrant public media organization:

- Educate: help community increase their knowledge and understanding
- Enlighten: help community stay informed about relevant issues and matters
- Enrich: provide community with information that will benefit them in many ways
- Engage: build communities and connect them with others who share their interests and views
- Entertain: provide content and services that increase enjoyment and amusement
- Empower: provide the tools and information that enable communities to act upon and influence things
- Explore: provide communities opportunities and means to discover the new and different

Our success in achieving our priorities is dependent on the active engagement of the board, staff members, volunteers, interested and committed members of the public, and on having the financial resources needed to support our efforts.

We believe this plan is exciting and bold, while being feasible and achievable. Progress will be monitored and the plan, as well as the action steps developed to achieve the plan, will be reviewed and revised annually to respond to the changes in the industry, our environment, and to adopt and embrace new opportunities as they emerge.

The strategic framework is divided into two parts: programmatic and operational objectives.

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PROGRAMMATIC OBJECTIVES

Strategic Priority 1: Audio and Video Content Creation and Distribution

WGTE will ensure the development of distinctive video and audio content, which will be of the highest quality and which will reflect our region's interests and demographic diversity, for distribution by multimedia delivery platforms.

Success is determined by:

1. Increasing the number of locally produced programs, which can include, but are not limited to documentaries, town halls, talk shows, radio programs/series, news and informational reporting, podcasts, etc.
2. Increasing the availability of locally produced or originated public affairs programming, arts and cultural reporting/storytelling, etc.
3. Increasing the number of hours of content created to serve the educational market.

Strategic Priority 2: Educational Services

WGTE's educational efforts are in the forefront of extending its mission to serve: our youngest learners by focusing on reading and literacy improvement and school readiness; K -12 educators and students by providing teacher professional development training and educational resources; and, adults whose desire for knowledge and understanding never end.

Success is determined by:

1. Leveraging locally produced programs, public affairs programming and other audio and video content for formal and informal educational purposes.
2. Using research and best practices to understand better the social demographics of low income families to create new and more programs that will increase kindergarten readiness among the greatest number of young children living in poverty.
3. Increasing not only the number and range of services offered to K-12 educators and students but also the number of educators and students who utilize these services.
4. Increasing the number and range of educational services offered to institutions of higher education, community members, as well as nonprofit and for-profit organizations.
5. Realizing sufficient revenue and operating margins to support maintenance and program growth.

Strategic Priority 3: Online Services

Internet-based services, whether supporting WGTE's audio and video content production and distribution or its various educational services, are critically important to WGTE's future in a high-tech, consumer-driven, active-participant world.

Success is determined by:

1. Sustaining a highly utilized wgte.org Website that enables the public's multilevel engagement with WGTE's services, programs, etc.

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2. Supporting online content distribution and engagement through apps and other means.

Strategic Priority 4: Community Engagement

WGTE will enhance its position as a neutral, honest and trusted community convener to foster better connections within the community for social and civic improvement.

Success is determined by:

1. Increasing the number and quality of community engagement activities based not only on primetime television broadcast programs, which can be nationally or locally produced, but also on radio programs, new reports/storytelling, and online content.
2. Developing and offering community engagement activities built around ideas and issues that meet a determined and defined community need or interest.
3. Enhancing and sustaining social media engagement of all types for all WGTE's activities.

Strategic Priority 5: Strategic Partnerships

WGTE will realize its greatest success in meeting its mission when it develops and sustains alliances and relationships that are truly collaborative and mutually beneficial for the partners and for the community's greater good.

Success is determined by:

1. Developing, increasing, and sustaining the number of quality partnerships and/or joint ventures.
2. Leveraging strategic partnerships to increase funding from corporations, foundations and the government.

Strategic Priority 6: Stakeholder Relations

WGTE will enhance and strengthen its relationships with all stakeholders.

Success is determined by:

1. Developing, improving, and sustaining relationships with stakeholders.
2. Measuring participation levels and feedback for services offered by educational departments and for our community engagement activities with the objective of continuous improvement.
3. Measuring social media engagement activities to determine the quality of what we provide the community, its effectiveness, and to employ data to guide future decision making with the objective of continuous improvement.

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OPERATIONAL OBJECTIVES

Strategic Priority 7: Efficiency

WGTE will be a well-managed organization, operating efficiently and generating sufficient revenue not only to maintain but also to grow the services it provides to the community.

Success is determined by:

1. Employing efficiency-enhancing and cost-effective technologies and systems to improve content delivery methods and integrity.
2. Increasing self-generated revenue.
3. Increasing revenue provided by corporations, foundations, state, local and federal government.

Strategic Priority 8: Membership Support and Special Event Fundraising

WGTE will maximize its revenue from members and from special events to improve WGTE's financial position.

Success is determined by:

1. Ensuring that WGTE's fundraising efforts (e.g., membership on-air, mail membership campaigns, raffle, etc.) are successful.
2. Increasing the average membership gift to WGTE.
3. Increasing the number of major and planned gifts.
4. Maintaining a maximum return on investment for fundraising efforts and developing new fundraising opportunities.

Strategic Priority 9: Marketing

WGTE will ensure that its members, viewers, listeners, institutions, governmental entities, and the public will be fully aware of and understand WGTE's mission and public service efforts.

Success is determined by:

1. Building awareness of WGTE's programs and services through the use of both WGTE's broadcast, online (websites, social media, etc.), and print assets and by employing sources provided by others.
2. Creating and delivering effective marketing plans and tools to support WGTE's video and audio content services, early learning and K-12 educational services, membership, underwriting, and project and production work.

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Strategic Priority 10: Human Resources

WGTE will strengthen its commitment to all staff members and volunteers – WGTE’s greatest assets.

Success is determined by:

1. Ensuring that WGTE has a diverse, trained and appropriately equipped and compensated staff to meet its current and future needs.
2. Increasing the number of volunteers and the ways by which they can support WGTE with their time and energy.
3. Creating and maintaining a work environment where staff and volunteers feel valued, appreciated and supported.